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ABSTRACT

Prime objectives of the survery were to: (1) relate age, sex, geographical area, status within the institution, educational level, etc. to salary received, (2) provide timely data on salaries, and (3) test feasibility of applying similar survey techniques for the entire Medical Library Association membership. Questionnaire forms were designed: one to obtain information regarding library personnel policies, administrative structure, and compensation structure (sent to directors of 114 U.S. and 16 Canadia medical school libraries with 119 replies received); the other to be completed by individual librarians and administrators (878 replied) regarding personal data, educational background, professional experience, present level of responsibility, and salary. Data obtained were reduced and analyzed using standard coding sheets and Stanford Center for Information Processing's IBM 370-168 computer. SPSS system files were created. Results are discussed and tabulated in categories of organizational structure of the library, geographic area, administrative responsibility, sex and minority status, academic level, and others. The appendices contain all tables, variable charts, and sample questiornaire forms. (JAB)

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MEDICAL LIBRARY ASSOCIATION

SURVEYS AND STATISTICS COMMITTEE

A SURVEY OF SALARIES OF MEDICAL SCHOOL LIBRARIANS IN THE UNITED STATES AND CANADA

1976 - 77

BEST COPY AVAILABLE

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LANE LIBRARY
STANFORD UNIVERSITY MEDICAL CENTER

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1. SURVEY OBJECTIVES AND SCOPE OF REPORT

The Medical Library Association, on behalf of the Survey and Statistics Committee, commissioned the authors to perform an in-depth Salary Survey of medical school librarians in the United States and Canada. Subject to financial feasibility, this survey may serve as a model for a program of recurring surveys on the medical librarian population. It is assumed that results of this survey and others that may follow can be used by library administrators to advantage in an effort to achieve a compensation structure for medical librarians which is equitable in both countries covered.

The objectives of this survey were (1) to reveal any trends and patterns in compensation connected with age, sex, geographic region, status within the institution, educational level, level of responsibility on the job, length of professional experience, etc., in other words, to reveal the effect of variables both related and unrelated to professional qualifications on the distribution of salaries, (2) to provide accurate and up-to-date data on the nationwide distribution of medical school librarians' salaries, and (3) to test the feasibility of undertaking similar surveys in a programmatic fashion to cover the entire membership of the Medical Library Association.

The scope of this report is limited to a detailed description of methodology, a discussion of significant findings, and presentation of the results of data analysis deemed meaningful by the authors. It is not within the scope of this report to provide complete documentation of all procedures performed, or documentation sufficiently detailed to enable anyone to mechanically duplicate the study, nor to present a completely exhaustive synthesis of all findings, nor to reproduce the results of all computer runs performed. However, it is hoped that thoughtful reading of the report and consultation of the Appendices will permit the reader to reach conclusions in addition to those presented in this report and to find answers to particular questions he or she might have.

2. SELECTED RESULTS AND CONCLUSIONS

This is a summary of only the most salient findings of the survey.

a. Administrative responsibility

The most obvious disparity in salary distribution is along increasing levels of administrative responsiblity. It is not surprising that library directors earn more than librarians - but it is significant that none of the variables analyzed in the survey correlate closely with level of administrative responsibility. In other words, the better compensated administrative levels do not clearly correlate with experience, and correlate even less with training, etc.

b. Sex and minority status

About 10% of respondents are minorities, and while there appear to be some disparities in salary distribution, they are not dramatic. Further, the relatively small number of minorities represented in most crosstabulations suggest that sweeping conclusions are not statistically supportable.

Men earn consistently more than women in most subsets of the population, but depending on how the subset is defined, differences may be slight. When subsets are examined by increasing levels of administrative responsibility, salary differences change from slight to major. Further, phenomenon reported in many fields also holds true in librarianship: in addition to men receiving higher salaries than women, disproportionately more men than women hold the increasingly better compensated administrative positions. To a more modest extent this condition holds for minorities.

c. Academic status

Eligibility for tenure, faculty-like titles, etc. appear to have no bearing on compensation whatever.

d. Rather surprisingly, in institutions where the medical library director reports to the medical school administration, librarians earn significantly less than in institutions where the medical

librarian reports to the university library director.

In terms of the three objectives of this survey, the conclusions are as follows: (1) the survey did reveal existing trends in compensation patterns connected with both job-related and other variables, (2) the survey does provide accurate data on actual salary distributions in the profession, more-or-less up-to-date, and (3) it is feasible to use the survey as a model for surveying the same population in the future, or the whole membership of the Medical Library Association. Surveys for a reasonable cost (and in a shorter time than the nine months in this case) can be performed if, based on the results of this survey, a fairly precise list of specific objectives, specific tabulations, can be defined at the outset.

3. METHODOLOGY

3.1 The questionnaire

A two-part questionnaire was used; both parts are reproduced in Appendix I.

The author (Stangl) drafted the forms, and mailed copies to all members of the Survey and Statistics Committee. Comments and suggestions returned provided the basis for a revised draft, which was again distributed to all members. This draft was discussed in an extended conference telephone call by most members of the Committee, after which the author produced the final version.

The Library Data Form was designed to collect information on the medical school library, personnel policies, the administrative structure and compensation structure of the institution. It was designed to be completed by the medical school library director.

The Individual Data Form was designed to collect information on librarians' personal data, educational background, professional experience, level of responsibility in their present position, their self-assessment, and their salary.

A complete response consists of the Individual Data Form plus the Library Data Form from the respondent's library.

Both parts of the questionnaire were designed to err on the side of too much data rather than too little, thus some of the questions may seem irrelevent to the reader. In general, the forms are self explanatory; questions 18-22 of the Individual Data Form deserve clarification. Their purpose is to gage the level of responsibility of the respondents' current position. A detailed checklist of typical tasks of librarians was considered for this purpose first, but was rejected for several reasons: there is too much variation in job contents in various libraries for a reasonable size list to adequately cover possibilities; the actual relative level of responsibility depends on the emphasis on certain tasks relative to those of peers, and data cannot be collected on peers from respondents; and assignment of a relative level of responsibility based on the returns would have introduced a possibly enormous bias on the part of the author. Questions 18-22 ask respondents to gage their own level of responsibilities themselves, against a choice of four general statements in each

of five aspects of their positions. Respondents introduce their own bias with their choices, but it reasonable to assume that this bias cancels out for the whole population. Questions 18-22 were based on and adapted from a proposed position classification scheme by Wilkerson et. al.

3.2 Distribution and returns

Questionnaires were mailed to 114 U.S. and 16 Canadian medical school libraries. For the U.S. the JAMA Supplement* was used, listing 104 approved and 5 provisionally approved medical schools and 5 approved schools of basic medical sciences. MLA Headquarters provided the addresses of 16 Canadian medical school libraries. In all, 130 institutions were addressed.

Each medical school library was looked up in a variety of directories and the number of professional librarians employed was noted. Mailing packets were prepared by prenumbering each Library Data Form, with a corresponding number also appearing on an appropriate number of Individual Data Forms for the same library. Where staff size could not be determined, six Individual Data Forms were included. In each package one Individual Form was specially marked for the library administrator or director, and was coded with the number "99".

Packets were mailed directly to library administrators for completion of the Library Data Form and distribution of Individual Forms to librarians. Administrators were requested to prenumber forms in their packets before distribution to facilitate follow-ups, and a list with institution numbers was kept by the author for the same purpose.

Wilkinson, J., Plate, K., and Lee, R. "A Matrix Approach to Position Classification." College and Research Libraries 36(5): 351-63, Sept. 1975.

* 74th Annual Report: Medical Education in the United States, 1973-74. Journal of the American Medical Association, vol. 231, 1975, Supplement, pp. 102-4.

As completed forms arrived in the mail, each form was logged in on a master list by number, which showed the original count of Individual Forms mailed in the packet. Completed Library Data Forms and Individual Data Forms were checked in separately. About two weeks after the stated deadline the author telephoned the administrators of those libraries where a Library Data Form or more than one Individual Form appeared to be outstanding. Following this telephone campaign the original list linking questionnaire numbers to libraries was destroyed to assure anonymity and privacy of information.

It is most gratifying to report that returns have been extremely good for a mail survey. Of 130 Library Data Forms 119, or 91.5% were returned, and 111 administrators, or 85.4% responded on Individual forms. The percent of returns for the rest of the popu'ation cannot be stated clearly. A total of 909 Individual Forms were mailed out, but administrators were instructed to duplicate additional copies if not a sufficent number were included in the packet. The completed Library Data Form was to record the number of Individual Forms actually distributed in each library, but on several returns this information was missing. The total of those so recorded is 957 Individual Forms distributed (not including administrators). 767 Individual Forms were returned by librarians, or 84.4% of those mailed out, and 79.1% of those reproted as distributed. Thus returns are something under 79% from librarians other than administrators.

3.3 Data Reduction

Questionnaire data was reduce to numerical values by manual coding on 80-column coding sheets. Appendix II contains a complete list of all variables, listing a definition of all values of each variable and cross referencing them to questionnaire numbers. A review of Appendix II should clarify most questions about the meaning of original data.

There are many more variables than questions on the survey instrument. Some of the new variables were created during the coding process, others were created later by instructing the computer to recode existing variables or to create new ones by combining existing ones. Consult section 3.4 and Appendix II.

Variables created during the coding process are as follows:

State: A numerical code for states of the U.S. and provinces of Canada was added to the Library Data Form at the time of receipt in the mail, as a part of checking in on the master list. Once the list linking questionnaire numbers to institutions was destroyed, information on geographic location could not have been recreated.

National Library of Medicine Region: The eleven NLM Regions were coded by number at the same time and Canada was assigned Region 12.

Area of responsibility and level of administrative responsibility:
Where responses to question 16 of the Individual Form (description of respondent's position) permitted or where free style comments indicated, three variables were created at the coding stage. Area of responsibility denotes traditional library functions, eg. cataloging, circulation, etc. General area of responsibility denotes public or technical services. Administrative responsibility denotes responsibility for a department, section, or division, within public or technical services, or responsibility for more than one department, section or division, and was coded as "department head" or "asst director". A value of zero in this variable indicates no administrative responsibility. Of course, there are many cases of missing data in these variables, as not all responses were specific enough to allow coding them.

3.4 Data analysis

3.41 Coding and keypunching

The information on the questionnaires was transferred to standard coding sheets. Each individuals' data was put on a single line (80 columns maximum) according to the following rules: see table A, Appendix II.

The SCIP (Stanford Center for Information Processing) keypunch department then transferred the data from the coding sheets

to computer cards.

A similar procedure was followed with the library data forms and library data, except that each library required two lines on the coding sheets. This was caused by the need to reserve space for the coding of salary scale data for each job level. Library data was coded according to the following rules: see Table B, Appendix II.

As before the SCIP key-punch department transferred the data from the coding sheets to computer cards.

3.42 The data files and the merging process

The card data (individual and library) was then transferred to WYLBUR disk files on SCIP'S IBM 370-168 computer. WYLBUR is a text editing language developed at Stanford. Since it was decided that each individual data record needed the corresponding library data, it was necessary to attach an individual's library data to each individual record. In essence, we created a three line individual record with the first line being strictly individual data and the next two lines containing data about the individual's library. This "merging" of the WYLBUR files (individual and library) was accomplished by an executive WYLBUR file of commands. Each command copied (WYLBUR COPY command) two lines of library data directly after the correct individual record (single line). In this way three line individual records were created including the library data. The end of this process was a basic raw individual data file and a raw library data file, which needed no modification.

3.43 File creation

Now it was possible to create the basic SPSS file from the raw data. SPSS (Statistical Programs for the Social Sciences) is a comprehensive data storage, manipulating, and analysing computer software package. The study's first task was to create SPSS system files for both the individual and library data. A system file contains raw data for many cases organized by variable name so that quick and easy manipulation, identification, and analysis is possible.

SPSS operates on basic control cards (key words) and the ones we used in creating the system files were:

1. file name: identifies the name of the system file.
2. variable list: identifies the names and order of the data variables.
3. n of cases: identifies the number of cases.
4. input format: identifies the location of each variable in the raw data file.
5. var labels: indicates the extended label to be used with each variable.
6. value labels: indicates the extended label to be used for each value of a particular variable.
7. missing values: indicates which values of variables are to be considered "missing".

Perhaps the SPSS meaning of "missing" should be explained. SPSS does not normally distinguish between a blank and a zero and treats all values encountered as legitimate, yet many times data on questionnaires is simply absent. One would not normally want those cases included in a statistical analysis, consequently a "flag" is set to exclude those cases whenever a "missing value" is included. An example might help - a blank or zero in response to "age?" is obviously not correct by missing, but a blank or zero in response to "years of professional experience?" might very easily be correct and so should be included in statistical calculations.

The individual system file was actually created many times over since errors needed to be corrected and permanent file modifications could only be made by recreating the file.

3.44 File modification

This is a very valuable feature of SPSS for it allows for the creation of additional variables which may be composites, conditional versions, or recoded versions of the original variables. The study made great use of this feature which involved the SPSS commands, RECODE, COMPUTE, and IF. None of these variables appear directly on the questionnaires. Those variables which are substantially "new" are listed and explained in Table C, Appendix II. Those variables which are just "recodes" of other variables are listed in Table D, Appendix II.

3.45 Runs

The actual analysis of the data was accomplished by the various SPSS program commands. Each command provided for a different type of statistical analysis and each possessed different options and statistical variations. Here are the basic SPSS commands used by the study with some explanatory notes.

1. frequencies: This command produced a frequency breakdown (count, percent, and cummulative percent) of a single variable. This command could be used with all varibles having a relatively small number of levels.

2. condescriptive: This command produced a statistical analysis or breakdown of a single variable. It was able to give the mean, medium, minimum, standard deviation, and range. This command was more appropriately used for continuous or interval scaled variables.

3. crosstabs: This command produced tables where a joint frequency (count and percent) for two or more variables could be recorded simultaneously. Two variables could be recorded in a single table, but three or more variables required several tables. This command is appropriate for variables with a limited number of levels and allows the relationship between variables to be examined.

4. breakdown: This command calculates the mean value of one variable (dependent measure) at each level of another variable (independent measure). The dependent measure must be a continuous scaled variable and the independent measure must have a relatively small number of levels. Salary was the most common dependent measure for this study, and this command was used to determine the mean salary for different age levels, sexes, ethnic groups, regions, etc.

5. crossbreak: This command is actually a variation of breakdown. It calculates the mean value of a dependent measure for the different levels of two or more independent measures simultaneously. In a way it is similar to crosstabs except that in each cell of the tables it records not only the count but also the mean of the dependent measure for all cases falling in that cell.

This command allowed for study of the relationship of a dependent measure to several independent measures.

6. anova: This command produces classic analysis of variance tables, but this was of no use to the study since statistical inference was not needed. However, an option to this command produced multiple classification tables which show how the spread of salaries on the different levels of a variable will change when other variables are controlled for or accounted for. For example, we discovered a large sex difference in salaries; however, when we controlled for administrative responsibility, this difference was significantly reduced. The eta's, beta's, and multiple R correlations allowed us to deduce how much of the variation in salary was caused by particular variables.

4. Results and Discussion

First a note to the reader. Interpretation of the results as tabulated in Appendix III in relation to the reader's own salary requires care. A direct comparison is meaningful only with Tables showing "Basic Salary," or raw, unweighted figures. Salaries weighted by the regional consumer price index and or a fringe-benefit factor in the tables cannot be compared to raw salaries. While the range of weighted salaries was adjusted to the range of raw salaries so that the mean of raw and weighted salaries of the whole population are within one percent of each other, any individual salary can change by as much as 40% when the weighting formula is applied. Individual readers must apply the weighting formulas to their own salaries (see Table C, Appendix II) before fruitful comparison to tabulations of weighted salaries can be made.

Also, Canadian salaries are raw Canadian dollar figures in tables of basic salaries, and are weighted only by a fringe benefit factor in all other tables.

Throughout this section, when levels of administrative responsibility are within the context, the term librarian shall mean those respondents without an administrative assignment.

All table number references in this section are to Appendix III, except when specified otherwise. Tables have been numbered in sets of a, b, and c. A set contains identical tables except for the salary weighting used. Tables "a" always show basic, unweighted salaries; Tables "b" show salaries weighted by the regional consumer price index; and Tables "c" show salaries weighted by both the consumer price index and a fringe benefit factor.

In order to limit the number of tables reproduced, a whole set is not shown in every case. In some instances, where in several cells of a table a single individual appears, the table "a", containing raw salary, is not shown so privacy of information will be assured.

Notes about raw data

Appendix I shows the questionnaires used and summarizes raw, unprocessed responses. The following paragraphs point out

noteworthy aspects of raw data.

Library Data Form

119 Library Data Forms were returned.

While two thirds of the institutions report that librarians have faculty or academic status, tenure is available for librarians in 38%, and faculty titles in 29% of institutions. Librarians have a role in academic governance and are appointed by the same process used for faculty in 54% and 62% of reporting libraries. In 3 of 116 responding institutions librarians have a nine-month appointment.

32% of medical school library directors report to and have their budgets approved by the university librarian, the balance by the medical school administration.

66% of libraries report that regular, periodic salary increases are given to librarians based on performance; stated criteria for merit increases are available in 29% of libraries. In 49% of libraries salary increases are reported as automatic.

Staff members without a fifth year or Master's degree in library science hold classifications or are compensated as librarians in 23% of reporting libraries.

Individual Data Form

878 Individual Data Forms were returned.

There were 218 men and 657 women responding; 3 individuals did not state their sex. 51 persons did not respond to Question 3 on racial background; among the balance of 755 persons 18 are black, 39 oriental, 1 American Indian, and 14 with Spanish surnames.

The vast majority of 878 librarians have MLS degrees from ALA accredited schools, 7 report holding Ph.D.'s, 61% have no MLA certification, 32% have Level I. 24% are not MLA members, 14% hold office in MLA.

61% of respondents had majored in the life, physical, or

behavioral sciences, 21 or 2% holding Ph.D.'s.

Among respondents 112 are graduates of Medical Library Internship programs, 284 or 32% had MEDLINE training and 39% had completed one to three MLA Continuing Education courses.

49% of respondents report having command of at least one Romance language, 33% at least one Germanic, 6% at least one Slavic, 2% at least one Near Eastern, and 3% at least one Far Eastern language.

Please refer to Appendix I for responses to Questions 18-22 of the Individual Data Form.

Almost half the respondents evaluate their own performance as better than average, slightly higher than requirements, 24% feel they are clearly superior. A little over half are satisfied with their current salary, 61% are satisfied with the professional opportunities their job offers.

445 respondents, almost exactly half, state that they would seek other employment were the job market receptive. Among these, 61% would do so for better salaries, 77% for better professional opportunities, and 41% for "good measure", considering it is time to move.

4.1 Overall salary distribution

Tables 1-3 show frequencies of salaries by broad administrative grouping. They are self explanatory. Almost half of 507 librarians without administrative assignment responding receive less than $13,000 annually, and 80% receive less than $15,000. This set of 507 respondents also includes those department heads and assistant directors, who did not specify their administrative assignments in their responses. The two individuals receiving more than $28,000 basic salary may be among these.

260 respondents are department heads or assistant directors. Among these about 40% receive at least $15,000 annually, and 25% earn more than $18,000.

Library directors (111) are compensated as follows: less than 10% are paid under $18,000, 60% earn at least $28,000, and over 15% receive more than $32,000.

Table 4 shows the breakdown of mean, or average salaries by

administrative responsibility. Again, those without administrative assignment (value 0) include respondents who failed to report their assignment. Thus the range of mean salaries may actually be slightly broader than the breakdown indicates.

The average salary for the whole population, adjusted for regional cost of living and fringe benefits is $15,721. Librarians and department heads make less than this, assistant directors and directors make more. The average pay of a librarian is about half of what directors make.

Department heads make 14.2% more than librarians, assistant directors receive 22.17% more than department heads, and directors are paid 44.4% more than assistant directors. There is, not surprisingly, a dramatic variation in compensation with administrative responsibility, a phenomenon we will discuss more later.

4.2 Regional variation in salary

Tables 5a through 5c strikingly illustrate how much difference salary weighting makes. Mean salaries for the whole population by National Library of Medicine regions are shown. Canada is shown as Region 12 for ease of presentation.

Region 6 has the lowest mean in terms of unadjusted, basic salary figures, but when these figures are weighted for the regional consumer price index or cost of living, the Region 6 average is the fifth highest among 12. Conversely, Region 2 slips from second highest to seventh when the same weighting is applied.

When further weighting in consideration of the value of fringe benefits is applied, rankings change again. However, we believe that with this weighting a more realistic comparison of total relative compensation is possible. Table 5c shows that Canadian salaries are higher than any in the U.S. for the whole population, but note that Canadian salaries are not weighted by regional consumer price index. In the U.S., Region 11 (the Pacific South West) receives the highest, and Region 1 (New England) the lowest mean relative compensation; the difference is nearly 30%.

4.21 Regional variation by sex

As shown by Table 6c which averages weighted salaries of li-

brarians without administrative assignments by region and sex of respondent, in most regions there appears not to be a significant difference between the average earnings of men and women. Regions 3 and 9 show substantially higher income for men (by 22.1 and 23.9%), Region 6 for women (by 13.2%). Caution is necessary before drawing conclusions from these discrepancies, however, as there are rather few respondents represented in individual cells of the table, e.g., only 3 men in Region 3.

While there is an overall ratio of 4.6:1 of women to men in this set of respondents, individual Regions differ significantly in their women/men ratios.

A look at the column totals of Tables 6, 7, 8, and 9 will reveal the changing ratio of women to men in subsets of respondents of increasing administrative responsibility nationally. Out of a total of 869 represented in this set of tables, 652 are women, 217 are men, or a ratio to 3:1. The ratio changes as follows: 4.6:1 for librarians, 3.6:1 for department heads, 2.7:1 for assistant directors, .6:1 for directors; the higher the administrative responsibility, the greater the proportion of males. Mean salaries of males is consistently higher in each of the four subsets than that of females, and the difference increases with administrative responsibility.

	male	female	difference
librarians	$13,328	$13,089	1.8%
dept. heads	15,327	14,890	2.9%
asst directors	18,897	18,224	3.7%
directors	27,555	25,025	10.1%

(This table is based on the column totals of Tables 6-9).

The reader is invited to evaluate individual regions along these lines based on Tables 6-9, with a caution that undue importance should not be given to conclusions resting on the small number of respondents in some cells of the Tables.

4.22 Regional variation by minority status

Generalization on the regional variation of compensation as affected by minority status is even more difficult than by sex, as less than 10% of all respondents are minorities, thus even in the largest subset of librarians (Table 10) the individual

cells contain very few cases. The same caution as above applies here for the reader who wishes to study trends in an individual region.

4.3 Institutional affiliation

We looked at variables characteristic of institutions, where common sense suggested that an interesting or revealing correlation exists. Among these the following are worth reporting.

Table 14 shows a dramatic difference in the average salaries of those in the population represented by bargaining units and those who are not, a difference of 19.7%. However, since there are only 10 respondents represented by unions, this result cannot be as significant as the figures suggest.

On the other hand, no significant differences exist, perhaps surprisingly, between segments of the population who are, and are not eligible for tenure at their institutions, and those who have, and have not, faculty titles. Those eligible for tenure and holders of faculty titles have slightly higher weighted mean compensation than their counterparts, but only by 2.7% and 1% respectively (Tables 15-16).

A closer look at tenure in Table 19 which does not include library directors suggests that the 2.7% difference is the contribution of the director's salaries. Table 19 shows that the 305 respondents eligible for tenure earn actually slightly less than the 439 not so eligible. This tabulation, however, points up an interesting relationship of mean compensation and administrative organization.

113 Library Data Forms contained answers to the question of who the library director reports to: 31 report to the university librarian, 67 to the dean of the medical school, 15 to other officials. It was a major surprise to the authors that the 218 respondents from the 31 libraries reporting to the university librarian, or about one quarter of all respondents, earn 5.8% more on the average than those whose libraries report to the medical dean, comprising some 60% of all respondents. (Table 16.5). If we exclude library directors from the population, then the difference in average weighted compensation increases to 8.7% (Table 17).

A first look at the regional distribution of libraries (Table 18-c) failed to provide an explanation for the difference. There is a substantial difference in average salaries between libraries reporting to the university librarian and the medical dean in each region, but the 11 U.S. regions split down the middle. 3 regions have no one reporting to the university librarian, among the remaining 8 half do better with the university librarian, half with the dean. (Table 18 does not include library directors' salaries). A further examination of this question follows later.

Examination of the size of the professional library staff sheds no new light on the effect of administrative structure, but reveals another correlation. Among 742 respondents described in Table 20 (directors are excluded) 10% work in libraries with 5 or fewer librarians on the staff, and earn substantially less than others, by a margin of 20% in weighted salary. In terms of raw salary it appears that the larger the staff, the higher the salary. Note how weighting affects this: in terms of compensation weighted for regional cost of living and benefits, librarians from the medium sized institutions with 6 to 12 librarians earn most.

4.4 Sex and minority status

Table 21 c shows a difference of 27% in the average weighted compensation of men and women, in favor of men. This tabulation describes the entire population, including directors, where the largest discrepancy exists (refer to section 4-22).

Tables 23-26 look at compensation of men and women in terms of length of professional experience, separately for sets of increasing levels of administrative responsibility. (Note: 0 experience denotes beginners in their first year of employment.)

Again, individual cells in the tables contain relatively few cases, but a fairly good correlation seems to exist for both men and women among librarians with no administrative responsibility (Table 23-c) and department heads (Table 24-c): compensation increases with length of experience. The correlation gets somewhat fuzzy on the high end of the experience scale, for people with more than 20 years experience. Perhaps the inability of academic institutions to allow salary increases to keep pace with inflating

starting salaries over time is an explanation.

The correlation begins to disappear with assistant directors (Table 25) and is gone completely for directors, suggesting that length of experience has little to do with compensation levels among senior administrators.

Minorities comprise 9.6% of the reporting population. 51 respondents did not reveal their minority status. The balance breaks down as follows (according to categories of the Office of Equal Opportunity):

Black	18
American Indian	1
Spanish surname	14
Other (non-minority)	755

Because of the exceedingly small number of respondents in each OEO category, no tabulations were feasible for each. Instead, as in Table 22, data were compiled for just two categories: minorities and non-minority. Mean weighted compensation for non-minorities is 6.6% higher than for minorities for the whole survey population.

Tables 27-30 show minority status and length of experience by level of administrative assignment. Correlation is less apparent than for sex and experience, and in addition, the small number of cases per cell in the tables do not encourage sweeping conclusions. The tables may be useful for helping evaluate specific circumstances.

Tables 31-34 display the correlation of sex and minority status in terms of mean salaries for levels of administrative responsibility. The subset of librarians in Tables 31a-c display no significant differences assignable to sex or minority status. Average salaries of men, women and of minorities, non-minorities differ only slightly. In Table 31-c the largest difference is between minorities and non-minorities among men, which is about 5% in weighted average salary. However, with only 5 minority males represented, this difference is not significant.

Among department heads, as shown in Table 32, a difference between average compensation of men and women appears. It is

dramatic in basic salaries of minority men and women (Table 32-a), and less but still 8.7% higher for men in weighted salaries (Table 32-c). Non-minority male department heads earn 6.7% more on the average than their female counterparts.

The row totals of Table 32-c show a smaller difference because the higher average earnings of fewer males than females (5 versus 11 in minorities; 31 versus 116 in non-minorities) contributes less to the composite average than that of females.

The next level of administrative responsibility, that of assistant directors, (Table 33-c) displays a greater difference between minorities and non-minorities than between males and females, but with only 6 minorities among 79 respondents the difference cannot be considered very significant.

With directors (Table 34-c) the situation changes, here the average compensation of males is 11.5% higher than of females, and non-minorities earn 27.6% more in weighted compensation than minorities. Again, the latter figure must be considered with caution, since only 6 respondents among 107 directors described in the table are minorities.

The point made in section 4.21 about the decreasing ratio of women with increasing levels of responsibility is further dramatized by a comparison of Tables 31 through 34. The decreasing ratio holds not only for the whole population, but for each of the subsets of minorities and non-minorities. The following table shows female/male ratios:

	minorities	non- minorities
librarians	7.4:1	4.4:1
dept. heads	2.2:1	3.7:1
asst. directors	1.0:1	3.0:1
directors	.2:1	.7:1

While salary differences between males and females or minorities and non-minorities, though present, may not be overly significant within subsets of administrative levels, a definitely significant difference exists from one level to the next (see section 4.1). In terms of the above tabulation a significant observation is that males, one third of respondents, are increasingly more heavily concentrated in better paying, higher levels of responsibility,

whether minorities, or not.

4.5 Functional areas within librarianship

The functional area of respondents was not directly addressed in the questionnaire, but derived from comments or job titles during data reduction. Table 35 describes the whole population; the 330 respondents with zero for specific area of responsibility includes directors, most assistant directors, and those others who did not volunteer the information. Understandably, this group has the highest average weighted salary. Among the 9 traditional functional areas only "systems" stands out as significantly better compensated than others. Mean compensation of other functional areas displays little scatter, with those working in acquisitions and in history or archives receiving slightly higher pay than others, perhaps surprisingly.

The most populous function is reference, with cataloging next.

In terms of public and technical services there is again little difference (Table 36). The slightly higher mean compensation of the group with value zero than the corresponding group on Table 35 is explained in the group. Public services staff earn slightly more than those in technical services.

4.6 Job related variables

Tables 37 through 40 show weighted mean salaries for the whole population for each value of four variables closely related to respondents' jobs: total years as a professional librarian (EXPTYEA1), composite job level (LEVELT), composite training score (TRAININ1), and amount of (or level of) supervision (SUPERV).

EXPTYEA1 was recoded from responses to Question 13 on the Individual Data Form; value 0 denotes beginners within their first year of employment. The value labels describe ranges of years of experience.

LEVELT is an artificially created variable, for a full explanation of its derivation see Table C, Appendix II. It was created from answers to questions 18-22 of the Individual Data Form. Its seven values can be defined as follows:

1= in all five questions the first choice was checked.
2= in all five questions the first or second choices were checked.
3= in all five questions the second choice was checked.
4= in all five questions the second or third choices were checked.
etc...

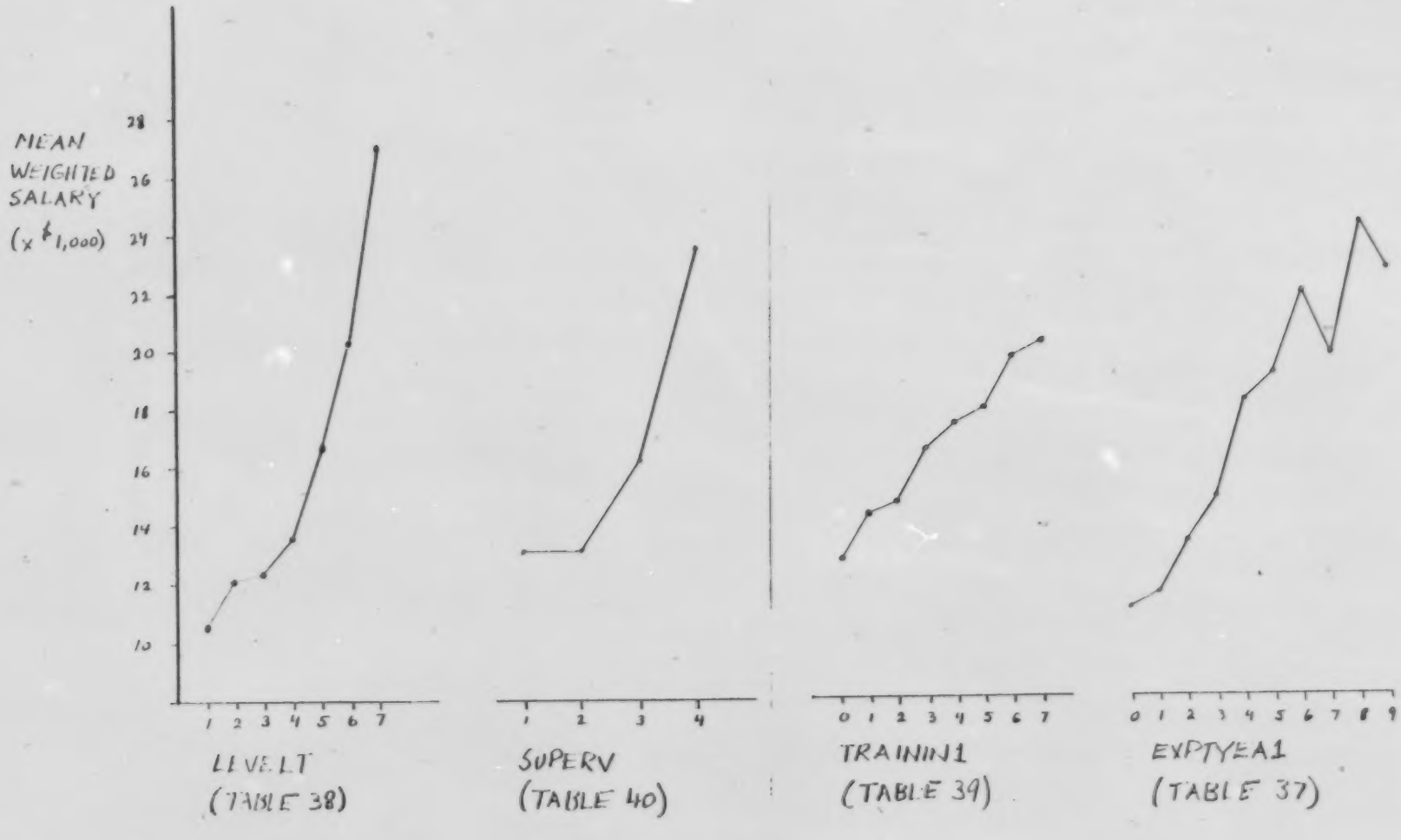
The entire population for this compilation is only 483, because respondents who had a mix of choices in their responses were ignored. It was necessary to do this since successive choices to the five questions represent an ordinal scale of increasing levels of responsibility, not an interval scale. Thus calculating a composite level score by arithmetic averaging would have been meaningless. However, it is clear that the actual job level reflects relatively the least responsibility if the first choice was consistently checked in all five questions, somewhat higher responsibility if only the first and second choices were checked, somewhat higher if all second choices were checked, and so on, therefore, using the above method a true ordinal scale was achieved.

TRAININ1 is another artificial variable, created according to an arbitrary but reasonable formula from responses to questions 4-12 on the Individual Data Form (see Table C, Appendix II). All forms of education, training, languages etc. are taken into account and the 7 values represent increasingly more extensive training.

SUPERV is simply the respondent's choice in Question 22, the level of the supervisory component of the job.

A look at Table 37-40 reveals that the widest range of means is on Table 38, describing composite job levels, from $10,500 to $27,000 between the lowest to the highest level. Conversely, Table 39, describing extent of training, has the narrowest range of means, suggesting that there is a much weaker correlation between training and salary, than between job level and salary.

The figure on the next page is a graphic representation of Tables 37-40. It is easy to see that the curve describing job level rises highest and the most rapidly. There is no compensation


MEAN WEIGHTED SALARY (x $1,000)
28
26
24
22
20
18
16
14
12
10
1 2 3 4 5 6 7
LEVELT (TABLE 38)
1 2 3 4
SUPERV (TABLE 40)
0 1 2 3 4 5 6 7
TRAININ1 (TABLE 39)
0 1 2 3 4 5 6 7 8 9
EXPTYEA1 (TABLE 37)

benefit to be derived from the supervision of support personnel: points 1 and 2 on the supervision graph show the same compensation. However, the curve rises sharply when supervision of professionals and personnel management are part of the job.

4.7 Level of administrative responsibility

Tables 41-42 correlate years of experience and specific functional areas of responsibility for librarians and department heads respectively. Tables 43-44 look at the correlation of composite job level (see previous section) and functional area the same way. Assistant directors and directors are not represented, as their assignments do not fit in single functional areas.

Tables 45-47 and 48-50 are arranged in a parallel fashion, for general, rather than specific functional areas. Here tables for assistant directors were generated, but directors are not included.

Figures within the individual cells of most of these tables cannot be considered significant because of the small number of individuals represented. However, the column and row totals, particularly the distribution of the number of cases, is worth examining.

Table 45 shows that the vast majority of librarians have 8 years of experience or less, and collectively receive relatively lower compensation. Tables 46 and 47 show that the bulk of department heads and assistant directors are both concentrated in the same range of experience: 3-12 years, with assistant directors receiving significantly higher salaries on the average than department heads. This suggests that experience is not a significant determining factor in receiving higher paying administrative assignments.

Column totals of Tables 48-50 show the bulk of librarians are within the first four of seven composite job level values, department heads are on the fourth and sixth levels, while assistant directors are mostly on the sixth level. A comparison of column total means readily shows that average compensation rises sharply with increased levels of administrative responsibility.

Tables 51 and 52 confirm the importance of administrative responsibility. Table 51 shows levels of training for groups of increasingly higher administrative assignment (administrator here is synonymous with director). In the case of librarians and department heads increased training is accompanied by increased salary (except on the high end of the scale, as was the case with experience, discussed connection with Tables 23 and 24 in section 4.4). This correlation is less clear for assistant directors and nearly disappears for directors.

Table 52 compares administrative assignment with composite job level and here a strong, positive correlation is most clearly apparent for directors. The statistic Gamma is a measure of the "strength" of a relationship, and value ranges from 0 to 1. For the correlation of administrative responsibility with job level Gamma is .9, but with training it is only .2.

It is clear, and not surprising, that the level of administrative assignment more powerfully determines the level of compensation than any other variable examined. It is an important finding of this survey that this variable seems to operate rather independently of other variables. Attributes of respondents, whether job-related or not, seem to have little predictive value when it comes to the level of administrative assignment except for the composite job level variable, which is another way of looking at administrative responsibility or decision-making power.

In other words, while it can be shown that several job related variables (experience, training, etc.) do correlate with compensation, they do not correlate as closely as the level of administrative assignment. And the level of administrative assignment appears not to depend too much on variables analysed in this survey, but on considerations that seem to be intangible.

4.8 Multiple classification analysis

One very useful feature of SPSS is the multiple classification analysis. This takes the form of tables that present the deviation means (from the grand mean) for the different levels of variables. As we have noted before, many of the variables in the study seem to produce marked differences in salary, but the question remains: are these differences in salary solely due to the variable under study or are the differences indirectly caused by another variable which happens to correlate with the variable under study? For example, is the large difference in salaries between the sexes the result of sexual bias or the predominance of males in administrative positions? Multiple classification analysis enables us to see this by presenting the deviation means, first without controlling for other variables and then controlling for other variables.

Another feature of this analysis is the production of statistics which allow us to infer the proportion of variance accounted for by one or a group of variables. This study is about the salaries of medical librarians. Salaries vary, in fact a great deal, from a low around $10,000 to over $40,000. If we could "explain" 100% of the variance, we could exactly predict everyone's salary given all the explaining variables. In a large national study explaining 100% of the variance is impossible and we will always have to expect local eccentricity, but at a given institution job classifications and salary scales may form such a rigid system that given this information we could accurately determine everyone's salary. The above digression is meant to introduce the reader to the concept of explained variation. So we can now say that the variables of the study, collectively, seem to account for slightly more than 75% of the total nationwide salary variation. As noted the level of administrative responsibility is the largest contributor to this proportion and also the variable most independent of other variables.

All tables discussed in this section are based on salaries weighted by both the regional consumer price index and the fringe benefit factor.

Tables 53 to 60 show direct comparisons of the administrative variables (ADMRESP) with eight other variables. If the eta or beta statistics are squared we obtain the approximate proportion

of variation explained by that variable. The multiple R squared statistic gives the proportion of variation explained by the entire collection of variables. The adjusted deviation scores may seem abstract, but their meaning may be understood if salaries are taken as deviations from a subgroup rather than the whole. In table 1 males earn (on the average) $2981.11 more than the overall mean, but if we alter all that,then males earn only $556.80 more than the overall average or $742.14 more than females. The adjusted deviation scores allows us to see the differences on one variable with the other variable counteracted and in effect, nullified.

Figure 1 was taken from Table 53 and shows how controlling for administrative responsibility reduces but does not eliminate salary differences between the sexes. Sex accounts for 8.4% ($.29^2$) of the total salary variance, but when administrative responsibility is controlled, sex accounts for only .4% ($.06^2$) of the variance. ADMRESP accounts for nearly 58% of the variance and is not significantly reduced when sex is controlled.

Table 54 shows how the minority difference is small to start with and is reduced to nearly non-existant when administrative responsibility is controlled.

Table 55 yields some interesting results. First, training seems to have no effect on administrative responsibility and secondly, there are some individuals with very high training who seem greatly underpaid on the basis of their training. Thirdly, the amount of variation explained by training drops from 5% to 1% when administrative responsibility is controlled. See figure 2.

Table 56 shows that a large proportion of age's effect on salary is due to administrative responsibility.

Professional experience (Table 57 and figure 3) seems to have some effect on administrative responsibility and a substantial portion of the salary variance attributed to experience is explained by administrative responsibility. Tables 59 and 60 have variables which are closely related to administrative responsibility and so we see here the greatest reduction in the salary variance attributed to administrative responsibility.

FIGURE 1

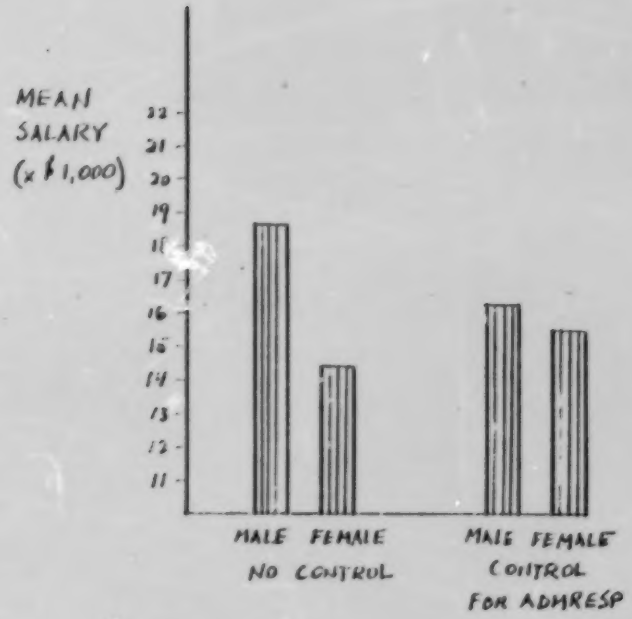


FIGURE 2

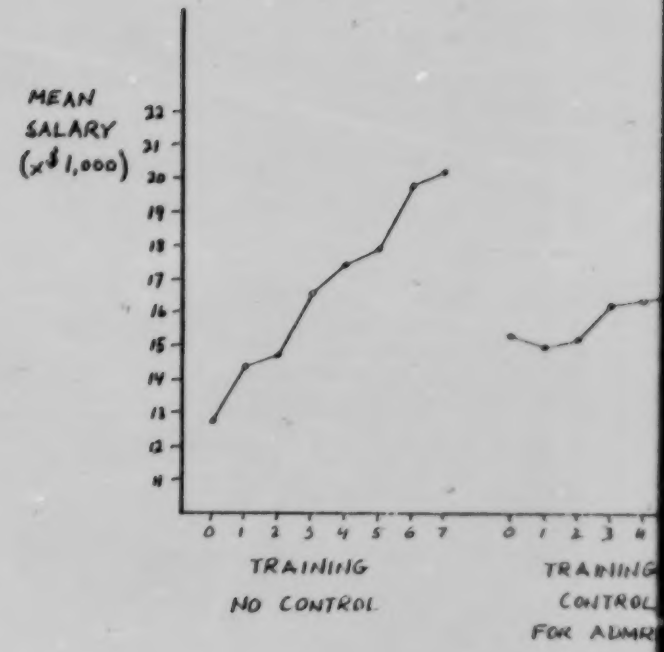


FIGURE 3

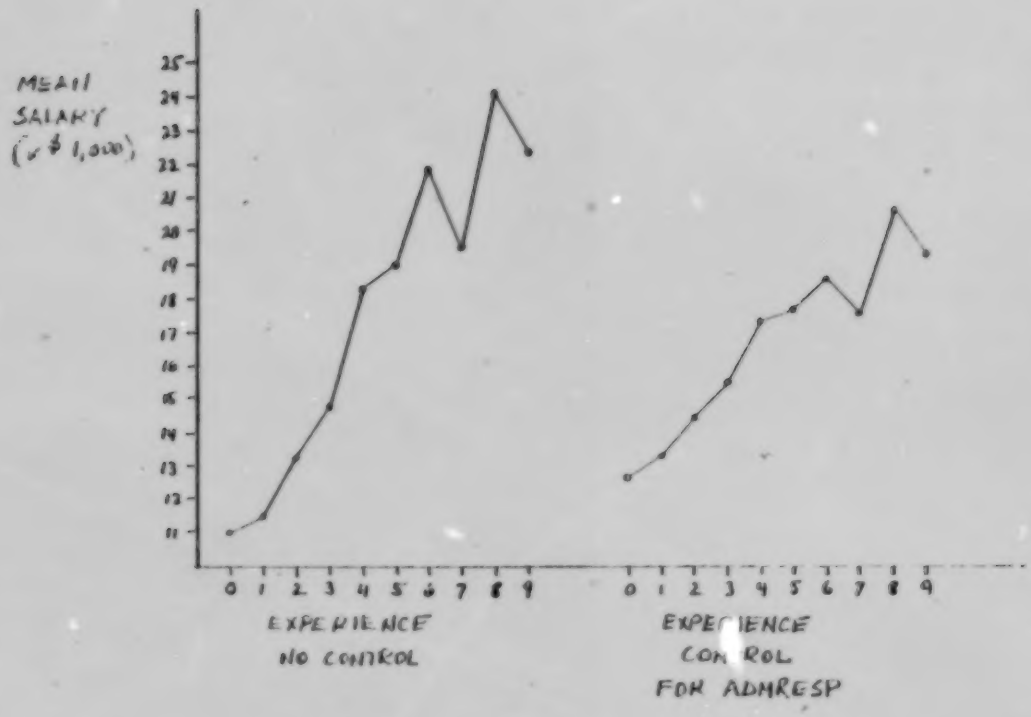
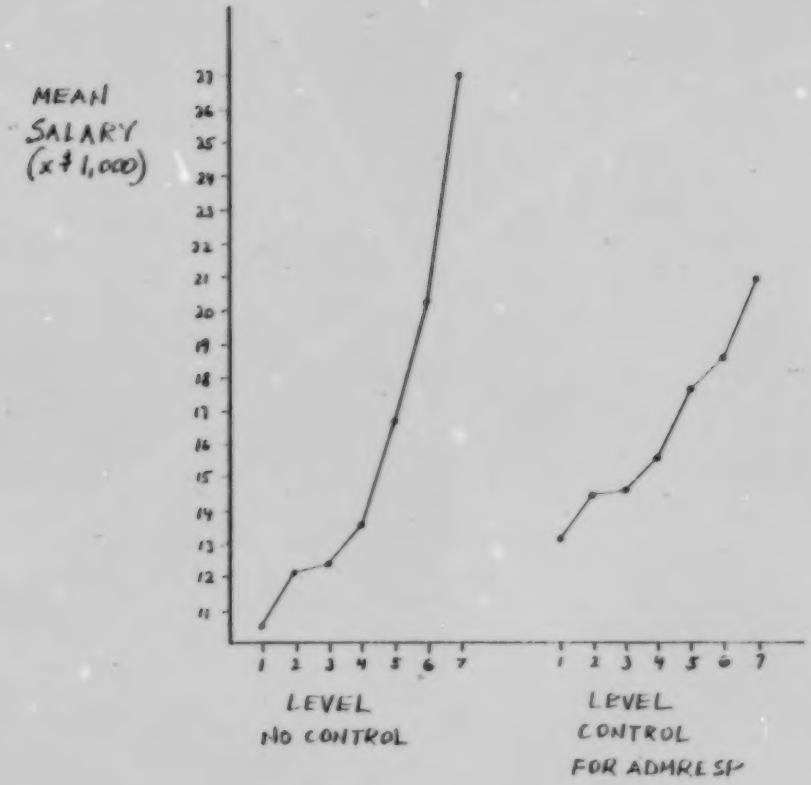

MEAN SALARY (× $1,000)
25
24
23
22
21
20
19
18
17
16
15
14
13
12
11
0 1 2 3 4 5 6 7 8 9
EXPERIENCE NO CONTROL
0 1 2 3 4 5 6 7 8 9
EXPERIENCE CONTROL FOR ADMRESP

FIGURE 4


MEAN
SALARY
(x $1,000)
27
26
25
24
23
22
21
20
19
18
17
16
15
14
13
12
11
1 2 3 4 5 6 7
LEVEL
NO CONTROL
1 2 3 4 5 6 7
LEVEL
CONTROL
FOR ADMRESP

Note that job level and administrative responsibility together account for 68% of the total salary variation. See also figure 4.

We have seen how who the library director reports to makes a difference in average salary level. Tables 61 reveals that much of that effect is explained by regional differences.

Tables 62 to 65 are more complex in that more than two variables are examined at one time. Tables 63 to 65 have an even greater level of complexity in that covariates are introduced. Covariates are independent, interval-scaled variables which are used as control variables. They differ from the other independent, interval-scaled variables which are used as control variables. They differ from the other independent variables in that they are not separately displayed in the table and that they "control" by means of a linear function across all levels instead of separately in each level.

Table 62 shows five variables accounting for 76% of the total salary variance. This breaks down as follows:

administrative responsibility	22%
training	1%
job level	5%
professional experience	13%
years at current library	3%
interaction	44%
	76%

Similarly, we can account for 77% of the total variance in Table 63.

training	1%
administrative responsibility	19%
job level	5%
sex	1%
region	2%
interaction and covariates	49%
	77%

The amount of variation explained by interaction is high, simply because these variables exert most of their effect on salary in combination, not singly one by one.

APPENDIX I: THE QUESTIONNAIRES

This appendix contains a sample of the survey instrument: a two-part questionnaire with covering letters distributed. The format is changed to allow tabulation of raw response data for each question, where the nature of the question allows it. Where it applies, the number of times a response was missing is indicated.

Medical Library Association, Inc.

To: Library Administrators

From: Peter Stangl
Committee on Surveys and Statistics

Even though most questionnaires are a time-consuming nuisance, we believe this salary survey, sponsored by the Survey and Statistics Committee, MLA, will more than repay all medical librarians for the time they take to fill it out. Our purpose is to collect data on all the variables that may be statistically related to the salary distribution of medical school librarians. The data will be analyzed by computer, using standard correlations and regression analysis to help point out trends. We believe the results, which will be published as soon as available, will be of significant help to you in salary budgeting by providing you with the practices of other medical school libraries.

The survey is in two parts. The Library Data Form, supplying us with characteristics of your institution, is to be filled in by YOURSELF. The Individual Data Forms are to be filled in by each member of your professional staff; in the interest of encouraging maximum return, we are asking your help in distributing them.

On the upper right hand corner of each Individual Data Form you will find a two-part number, with the second part blank. Please number the forms consecutively for each of your professional staff before you distribute them, e.g.: "No. 489/01" through "No. 489/12" if you have 12 professionals on your staff. On the Library Data Form you are asked to fill in the number of Individual forms you distribute, so we can contact you for follow-up should they not be returned by the deadline. Please keep a list of the numbers you assign to each of your staff, so follow-up is possible.

Please be sure to fill out the Individual Data Form marked "Administrator" for yourself.

All data will be kept in the strictest confidence. The questionnaire number will be used only to follow up on non-returns and to keep Individual Data Forms from one institution linked to the Library Data Form. The index connecting the numbers with libraries will be destroyed once the data is entered into the computer. To be of value to you, this salary survey will require as close to 100% return as possible. A summary of the results will be sent to you at once.

We have set a 25 day deadline for Individual Data Forms. Please return your Library Data Form and your own Individual Data Form (Administrator) well ahead of that deadline.

P.S. Feel free to photocopy Individual Data Forms if more are needed. We will send additional stamped envelopes, if required.

Mail to: Lane Medical Library
Stanford University Medical Center
Stanford, CA 94305

Medical Library Association, Inc.

No. _____

MLA/COMSAS SALARY SURVEY

LIBRARY DATA FORM

1. NAME OF LIBRARY _____

2. ADDRESS _____

3. NO. OF INDIVIDUAL DATA FORMS DISTRIBUTED _____

4. SIZE OF COLLECTION:

   a. No. of volumes _____

   b. No. of journal titles received _____

5. LIBRARY FACILITY: free-standing building (1) ☐ 34

   part of a larger building (2) ☐ 79

   (no response) 6

6. AGE OF FACILITY: (in years) _____

7. STAFF SIZE:

   a. No. of professional librarians, full time _____

   b. No. of professional librarians, part time _____

   c. Full time equivalent of all professionals _____

   d. No. of library assistants (support staff) full time _____

   e. No. of library assistants (support staff) part time _____

   f. Full time equivalents of all assistants _____

8. ANNUAL WORK TIME:

   a. No. of hours per full time work week _____

   b. No. of hours annual vacation for professional staff _____

   c. No. of hours annual sick leave for professional staff _____

9. STATUS OF LIBRARIANS:

   a. Are librarians' appointments: faculty/academic (1) ☐ 76

   non-academic (2) ☐ 35

   (no response) 6

   b. Are librarians eligible for tenure? yes (1) ☐ 45

   no (0) ☐ 73

c. Are librarians eligible to serve on the academic governance body?

yes	(1) []	63
no	(0) []	54

d. Are librarians eligible for the same retirement plans as faculty?

yes	(1) []	100
no	(0) []	18

e. Do librarians have faculty titles?

yes	(1) []	34
no	(0) []	83

f. Do librarians have a 9-month appointment?

yes	(1) []	3
no	(0) []	116

g. Are librarians' appointment letters signed by the President or Provost (same as for the faculty)?

yes	(1) []	74
no	(0) []	45

10. Medical Librarian reports to:

University Librarian	(1) []	31
Medical School Dean	(2) []	67
Other	(3) [] Specify_____	15
	(no response)	6

11. Medical Library budget is authorized by:

University Librarian	(1) []	31
Medical School Dean	(2) []	67
Other	(3) [] Specify_____	15
	(no response)	6

12. PROFESSIONAL CLASSIFICATION SCHEME: Please attach a brief outline of professional classification scheme, naming each level (e.g. Librarian I through IV, Assistant Professor through Professor) and an accompanying descriptive statement for each level.

13. Please give a minimum and maximum annual salary exclusive of benefits for each level of professional classification in effect on September 1, 1976; the number of salary steps, if any, in between; any time limits a person can be in a given classification; and assuming normal progress, the expected length of time a person remains at a level before promotion. Feel free to comment in addition.

Classification	Minimum-maximum	Number of steps	Time limit	Expected time

(13. continued)
Comments:

14. SALARY INCREASES:

a. Are there regular, periodic salary merit increases based on performance?

yes (1) [] 78

no (0) [] 41

b. Are there stated and enforced criteria for merit increases?

yes (1) [] 34

no (0) [] 85

c. Are there automatic annual salary increases unrelated to performance?

yes (1) [] 58

no (0) [] 61

15. Please give percentage of annual base salary that goes toward benefits. _____%

16. Are there library employees who are in the same classification and/or compensation scheme as librarians, who do not have a fifth year or Master's degree in Library Science?

yes (1) [] 27

no (0) [] 92

Please list:

Title	Degree	Level of Classification

Comments:

Medical Library Association, Inc.

To: Librarians

From: Peter Stangl
Committee on Surveys and Statistics

The enclosed questionnaire has been prepared under the sponsorship of the Surveys and Statistics Committee of the Medical Library Association. Please take a few minutes to fill it out.

The Committee believes this survey will yield results that will benefit you as a professional librarian, as well as the profession as a whole, both directly and practically. Its results will inform you of the salary distribution of varying groups of professional medical librarians.

Please be assured the data we receive will be kept in absolute confidence. Because of the way in which the questionnaire will be returned (in our prepaid envelope), we will be unable to determine the identity of respondents. The key to the code numbers on the forms will be destroyed as soon as the data is entered into a computer. Results of the survey will be published without names of individuals and institutions. We are interested in trends and patterns, not in individual salaries.

Please return the questionnaire in the addressed envelope no later than September 20, 1976. Remember: the results will be only as reliable as the extent of the returns. Thank you for your cooperation.

Mail to: Lane Medical Library
Stanford University Medical Center
Stanford, CA 94305

Medical Library Association, Inc.

No. _____ / ____

MLA/COMSAS SALARY SURVEY

INDIVIDUAL DATA FORM

1. AGE _____

2. SEX

male	(1) []	218
female	(2) []	657
	(no response)	3

3. ETHNIC GROUP*

Black	(1) []	18
Oriental	(2) []	39
American Indian	(3) []	1
Spanish surname	(4) []	14
Non-minority	(5) []	755
	(no response)	51

4. DEGREE IN LIBRARY SCIENCE: please indicate the highest degree you have.

None	(0) []	22
Bachelor's Degree	(1) []	33
Fifth year or Master's	(2) []	816
Ph.D.	(3) []	7

5. Is your highest degree from an ALA accredited school?

yes	(1) []	821
no	(0) []	57

6. Please indicate level of MLA certification.

none	(0) []	535
level I	(1) []	280
level II	(2) []	54
level III	(3) []	9

7. Are you a member of MLA?

yes	(1) []	671
no	(0) []	207

8. If yes, are you an MLA officer or Committee member?

yes	(1) []	121
no	(0) []	757

* This question is optional. However, its answer is especially relevant to the identification of any potential racial differences in salary distribution.

9. GRADUATE TRAINING IN RELATED FIELDS:

a. Please indicate fields.	none	(0) []	673
	biomedical sciences	(1) []	97
	behavioral sciences	(2) []	60
	other	(3) [] Specify_____	48
b. Please indicate highest degree.	none	(0) []	754
	Master's	(1) []	103
	Ph. D.	(2) []	21

c. If no degree, please indicate years of training. _____

10. Please indicate field of UNDERGRADUATE MAJOR:

(none	(0) [])	10
life sciences	(1) []	156
physical sciences	(2) []	61
behavioral sciences	(3) []	160
humanities	(4) []	449
other	(5) [] Specify_____	42

11. ADDITIONAL TRAINING relevant to medical library work: (check all that apply)

Medical library internship	(1) []	112
MEDLARS training	(2) []	76
MEDLINE training	(3) []	284
1-3 MLA C.E. courses	(4) []	342
4-6 MLA C.E. courses	(5) []	143
7+ MLA C.E. courses	(6) []	61
other	(7) [] Specify_____	187

12. LANGUAGES: Please indicate the number of languages in each group that you have a usable working knowledge in.

a. Romance languages _____

b. Germanic languages, except English _____

c. Slavic languages _____

d. Near Eastern languages _____

e. Far Eastern languages _____

f. Other. Specify: _____

13. Number of years of professional library experience (count only years actually worked). Count part-time work proportionately: 2 years at half time = 1 year. Round off total to nearest whole number. Calculate to period ending September 1, 1976. _____

14. Out of the above, how many years at present library? (Use same method as above.) _____

15. Number of years of library experience as a non-professional assistant. (Calculate as above.) _____

16. POSITION: Please fill in as many as apply.

Name of your position_____

Name of your title_____

Name of your working title_____

Name of your classification_____

17. Your annual SALARY as of September 1, 1976. $ _____
If you work part-time, please give full time equivalent. If you have a 9 or 10 month appointment, please give 12 month equivalent.

The next five questions are designed to help determine the functional level of your position, which will be useful in a comparative analysis. Please choose the single phrase that best describes your job in each category. Please look at the choices as they apply to your job, and job requirements, not as they apply to your individual performance. Your individual performance will be covered by a following question.

18. Degree of EXPERTISE required by the job. (Check one.)

BLS/MLS or equivalent; no experience required.	(1) []	72
Experience and ability to function independently and effectively by providing library services.	(2) []	358
Requires a high level of professional competence in librarianship or specialization in a subject other than librarianship; an advanced degree in the subject specialty is often important to carry conviction with colleagues and contacts external to the library.	(3) []	192
Requires very highly developed professional knowledge necessary to define policy and/or subject knowledge to be effective in contacts external to the library, or your unit within the library; an advanced degree in the subject specialty may be useful.	(4) []	248
	(no response)	8

19. AUTONOMY. (Check one.)

Independence and freedom of action are limited and frequent review of work is required; emphasis is on professional growth and learning.	(1) []	54
Independence and freedom of action are great in providing library services, the scope of which is defined externally; judgments are usually made on the basis of knowledge or experience, but may also require the ability to interpret policy.	(2) []	265
Independence and freedom of action are great in providing library services; judgments require ability to interpret policy and to integrate and coordinate programs and staff efforts.	(3) []	360
Independence and freedom of action are limited only to the degree that the unit, program, or project concerned involves other library units.	(4) []	183
	(no response)	16

20. Level of CONTACTS external to the library unit you are in. (Check one.)

Normally does not involve formal levels of external contact.	(1) []	99
Normally limited to those members of the library, university, or community whose cooperation is necessary to implementation of the assigned tasks.	(2) []	234
Normally limited to those members of the library, university, or community whose cooperation is necessary for implementation of the program.	(3) []	345
Responsible for effectively representing the library to policy advising levels of the university or the community, and for assimilating external considerations into the library system.	(4) []	187
	(no response)	13

21. PLANNING AND DEVELOPMENT. (Check one.)

Little participation in planning and development.	(1) []	100
Plans and develops assigned tasks whose scope is defined externally.	(2) []	276
Independently plans the internal integration of programs and personnel.	(3) []	163
Contributes to policy planning and development at the library system level with particular responsibility for one functional unit.	(4) []	331
	(no response)	8

22. SUPERVISION OF PERSONNEL. (Check one.)

Does not normally supervise regular staff.	(1) []	156
Normally restricted to supervision of support staff and beginning librarian doing primarily routine tasks.	(2) []	356
Considerable supervisory responsibility for support staff and professionals; supervises tasks of both routine and discretionary nature.	(3) []	189
More concerned with personnel management and personnel policy than with supervision; supervises supervisors.	(4) []	168
	(no response)	9

23. Please rate your own PERFORMANCE as objectively as possible. Try to check the choice that your peers and supervisors would agree with.

Needs to improve performance to function on an acceptable level.	(1) []	17
Performs well, as expected.	(2) []	191
Performs better than average; functions on a level slightly over the requirements.	(3) []	428
Performance is outstanding, well beyond reasonable expectations.	(4) []	215
	(no response)	27

24. Are you satisfied with your present salary?

yes	(1) []	461
no	(0) []	416
	(no response)	1

25. Are you satisfied with your professional growth opportunities?

yes	(1) []	534
no	(0) []	344

26. EMPLOYMENT CHANGE:

a. If a variety of jobs were available, would you be actively seeking another position?

yes	(1) []	445
no	(0) []	433

b. If yes, for what reason. (Check all that apply.)

higher salary	(1) []	273
better professional opportunity	(2) []	343
it is time to move to another job	(3) []	183
spouse's career	(4) []	40
other. Specify:	(5) []	102

Thank you for your cooperation.

APPENDIX II

Table A: Variables taken directly from individual data form

	Variable name	Variable label	Value labels	missing values	column number(s)	Questi number
1	library	(library, code number)*		0	1-3	-
2	indivno	individual number (individual code number, administrators = 99)		0	4-5	-
3	age	natural age		0	6-7	1
4	sex		1. male 2. female	0	8	2
5	ethnic		1. black 2. oriental 3. american indian 4. spanish surname 5. non-minority	0	9	3
6	libredeg	highest degree in library science	1. BS 2. MLS 3. PHD	none	10	4
7.	accredit	is degree granting school accredited?	1. yes	none	11	4
8	mlacert	mla certification (What is MLA certification level of individual?)	1. level one 2. level two 3. level three	none	12	5
9	mlamem	is individual member of mla?	1. yes	none	13	6
10	mlaoff	is individual mla office holder?	1. yes	none	14	6
11	gtrain	graduate training in related fields	1. biomedical sciences 2. behavioral sciences 3. other fields	none	15	7
12	gdeg	degree in related field (highest degree in a related field)	1. MS 2. PHD	none	16	7

* a description, in parenthesis, will be inserted after some variables

Variable name	Variable label	Value labels	missing values	column number(s)	Question number
13 ytrain	years training in related field (if no degree)		none	17	7
14 ugmajor	undergraduate major	1. life sciences 2. physical sciences 3. behavioral sciences 4. humanities 5. other	none	18	8
15 medlibin	medical library internship	1. yes	none	19	9
16 medlars	medlars training	1. yes	none	20	9
17 medline	medline training	1. yes	none	21	9
18 mlace13	1 to 3 mla continuing education courses	1. yes	none	22	9
19 mlace46	4 to 6 mla continuing education courses	1. yes	none	23	9
20 mlace7	7 or more mla ce courses	1. yes	none	24	9
21 mlaceo	other additional relevant training	1. yes	none	25	9
22 romance	(number of romance languages known?)		none	26	10
23 germanic	(number of germanic languages known?)		none	27	10
24 slavic	(number of slavic languages known?)		none	28	10
25 neastern	near eastern (number of near eastern languages known?)		none	29	10
26 feastern	far eastern (number of far eastern languages known?)		none	30	10
27 olang	other languages (number of other languages known?)		none	31	10
28 exptyear	total years as professional librarian		none	32-33	11

	Variable name	Variable label	Value labels	missing values	column number(s)	Question number
29	expcyear	years at present library		none	34-35	12
30	expnprof	years as a non-professional assistant		none	36-37	13
31	salary	basic salary		0	38-42	15
32	expert	expertise required		0	43	16
33	autonomy			0	44	17
34	econtact	external contact		0	45	18
35	planning	responsibility for planning		0	46	19
36	superv	amount of supervision		0	47	20
37	perform	performance (variables 32 to 37 - coded in order one to four)		0	48	21
38	salsat	satisfied with salary?	1. yes	none	49	22
39	growsat	satisfied with growth opportunities?	1. yes	none	50	22
40	changej	does respondent wish to change jobs?	1. yes	none	51	22
41	hiersal	for higher salary?	1. yes	none	52	22
42	profopp	for better professional opportunities?	1. yes	none	53	22
43	ttmove	time to move?	1. yes	none	54	22
44	spouse	for spouse's career?	1. yes	none	55	22
45	oreasons	for other reasons? (variables 41 to 45 - if "yes" to changej)	1. yes	none	56	22
46	resparea	specific area of responsibility (interpreted from q. 14 and questionnaire as a whole)	1. circulation 2. reference 3. cataloging 4. acquisitions 5. audiovisual 6. systems 7. interlibrary loans 8. serials 9. history, archives	none	61	14

Variable name	Variable label	Value labels	missing values	column number(s)	Question number
47 genarea	general area of responsibility	1. public service 2. technical service	none	62	14
	(interpreted from Q. 14 and questionnaire as a whole)				
48 admresp	administrative responsibility	1. department head 2. assistant director 3. administrator	none	63	14
	(interpreted from Q. 14 and questionnaire as a whole)				

Table B: Variables taken directly from the library data form
(used for and applied to each individual in the library)

	Variable name	Variable label	Value labels	missing values	column number(s)	Question number
1	library2	(basic library code number)		0	1-3	1
2	cardnol	(coded "1" for first library card)		0	4	-
3	state	(a code for each state was used)		0	5-6	2
4.	noforms	number of forms sent to bibraries (number of questionnaires sent to the library)		0	7-8	15
5	volumns	(the number of volumns in thousands)		0	9-11	3
6	journals	(the number of journal subscriptions)		0	12-15	3
7	libbuild	is library building free standing? (one = "yes")		0	16	4
8	agelib	age of library building		none	17-18	4
9	librians	number of individual librarians		none	19-20	5
10	ftelib	fte of librarians		none	21-22	5
11	assist	number of individual assistants		none	23-24	5
12	fteass	fte of assistants		none	25-26	5
13	workweek	number of hours in normal workweek		0	27-28	6
14	vacation	number of hours annual vacation		0	29-31	6
15	sickleav	number of hours annual sick leave (equals 999 if unlimited or greater than 6 months)		0	32-34	6
16	acaapp	do librarians have academic appoint? (coded "3" if true of only some of the librarians)	1. yes	none	35	7

Variable name	Variable label	Value labels	missing values	column number(s)	Question number
17 tenure	do librarians get tenure?	1. yes	none	36	7
18 ugov	do librarians share in governance?	1. yes	none	37	7
19 facret	do librarians have faculty retirement?	1. yes	none	38	7
20 factitle	do librarians have faculty titles	1. yes	none	39	7
21 app9mon	do librarians have 9-month appointment?	1. yes	none	40	7
22 faclet	do librarians get faculty letter?	1. yes	none	41	7
	(Variables 17 to 22 - coded "3" if true of only some of the librarians)				
23 report	Who does library admin. report to?	1. university librarian 2. medical dean, VP 3. other	9	42	8
24 budget	who approves medical library budget?	1. university librarian 2. medical dean, VP 3. other	0	43	8
25 levels	number of classification levels		none	44	11a
26 meritinc	are there regular merit raises?	1. yes	none	45	11b
27 meritcri	are there criteria for merit raises?	1. yes	none	46	11b
28 autoinc	are there automatic non-merit raises?	1. yes	none	47	11c
29 benefits	percentage of salary toward benefits		0	48-49	12
30 nodeglib	are there librarians without degree?	1. yes	none	50	13
31 region	(mla region codes used)	1. new england 2. new york new jersey 3. mid-eastern 4. mid-atlantic 5. kent-ohio-mich 6. southeastern 7. midwest 8. midcontinental 9. south central 10. pacific north 11. pacific south 12. canada	0	56-57	2

Variable name	Variable label	Value labels	missing values	column number(s)	Question number
32 union	is there a union for librarians?	1. yes	none	59	-
33 level1	(coded "1" for level one)		0	61	11a
34 minsal1	(level 1 - minimum salary $100's)		0	62-64	11a
35 maxsal1	(level 1 - maximun salary $100's)		0	65-67	11a
36 nosteps1	(number of steps in level 1)		0	68	11a
37 level2	(coded "2" for level two)		0	71	11a
38 minsal2	(level 2 - minimum salary $100's)		0	72-74	11a
39 maxsal2	(level 3 - maximum salary $100's)		0	75-77	11a
40 nosteps2	(number of steps in level 2)		0	78	11a
--- start of second library card ---					
41 library3	(basic library code number)		0	1-3	1
42 cardno2	(coded "2" for second library card)		0	4	-
43 level3	(coded "3" for level three)		0	11	11a
44 minsal3	(level 3 - minimum salary $100's)		0	12-14	11a
45 maxsal3	(level 3 - maximum salary $100's)		0	15-17	11a
46 nosteps3	(number of steps in level three)		0	18	11a

Variable name	Variable label	Value labels	missing values	column number(s)	Question number
47 level4	(coded "4" for level four)		0	21	11a
48 minsal4	(level 4 - minimum salary $100's)		0	22-24	11a
49 maxsal4	(level 4 - maximum salary $100's)		0	25-27	11a
50 nosteps4	(number of steps in level 4)		0	28	11a
51 level5	(coded "5" for level five)		0	31	11a
52 minsal5	(level 5 - minimum salary $100's)		0	32-34	11a
53 maxsal5	(level 5 - maximum salary $100's)		0	35-37	11a
54 nosteps5	(number of steps in level 5)		0	38	11a
55 level6	(coded "6" for level six)		0	41	11a
56 minsal6	(level 6 - minimum salary $100's)		0	42-44	11a
57 maxsal6	(level 6 - maximum salary $100's)		0	45-47	11a
58 nosteps6	(number of steps in level 6)		0	48	11a

Variables 33-58 were not useful for analysis because of a high proportion of missing data

Table C: Created or manipulated Variables

	Variable name	Variable label	Value labels	missing values
1	regionc	region cpi weights		none

This variable was coded directly, using "if" commands, from the REGION or LIBRARY variables. Bureau of Labor Statistics weights (U.S. urban = 100) were used and taken from table C-1 for an intermediate budget for a 4-person family.* Each library was given the weight for its city, if it was available. Thus, individuals in Boston libraries were coded 118 and individuals in Los Angeles Libraries were coded 99. The cities of each MLA region were gathered and an average weight for the region was calculated. Then the remaining libraries (individuals) in cities not on the table received the calculated weights for their region.
This variable was designed to provide a weighting scheme which could compensate for known cost-of-living differences across the United States. The regional weight for Canada represents the exchange rate only.

2	salaryw	salary weighted by region & benefits		0

compute salaryw = salary (100/REGIONC)((BENEFITS + 85)/100)

Thus, salaryw represents salaries modified to reflect the regional cost-of-living differences and the benefit levels at different libraries. Note: some libraries did not supply the percentage of salary applied to benefits and so these libraries were assigned the average benefit level of those who reported. This level turned out to be about 15%.

3	salaryb	salary weighted by region only		0

compute salaryb = salary (100/REGIONC)

Thus, salaryb represents salaries modified to reflect the regional cost-of-living differences.

4	admin	administrator code	0. non-administrator 1. administrator	none

if (indivno eq 99) admin = 1

5	lang	sum of known languages		none

compute lang = romance + germanic + slavic + neastern + feastern + olang

*see table C-1 for value of this variable at the end of this Table.

Variable name	Variable label	Value labels	missing values

6 training composite training score none

This variable combined all data related to education or training in a single score according to arbitrary but reasonable valuations. Thus,

MS = 1
Ph. D = 3
each year of graduate training without a degree = 1/2
medical library internship = 1
medlars training = 1/2
medline training = 1/5
1 - 3 MLA CE courses = 1/5
4 - 6 MLA CE courses = 1/2
7 or more MLA CE courses = 4/5
each language = 1/2

Note: Star and Moon were contrived variables set up so that
Star = 3 if LIBSCDEG = 3 (Ph.D.)
Moon = 3 if GDEG = 2 (Ph.D.)
Moon = 1 if GDEG = 1 (M.S.)

The summation of values was multiplied by 10 to remove any fractional values

compute training = (star + moon +(.5 x ytrain) +medlibin +(.5 x medlars) +(.2 x medline) + (.2 x mlace13) +(.5 x mlace46) +(.8 x mlace7) +(.5 x lang)) x 10

7 level sum of five job level codes 0

compute level = expert + autonomy + econtact + planning + superv

8 levelt an ordered composite of five levels 1. all levels eq 1 0
2. all levels eq 1-2
3. all levels eq 2
4. all levels eq 2-3
5. all levels eq 3
6. all levels eq 3-4
7. all levels eq 4

This was a created variable formed from the five level scales (expert, autonomy, econtact, planning, and superv) so as to create a true ordinal scale. Each value of this variable was separately assigned by an "if" command. Thus, the value "4" was assigned to all individuals who were coded with either a "2" or a "3" on the five levels but excluding those coded all 2's or all 3's. Because of the complicated construction of this variable, there were considerably more missing cases than for other variables.

9 minority minority code 1. minority 0
2. non-minority

if (ethnic ge 1 and ethnic le 4) minority =1
if (ethnic eq 5) minority = 2

Table C-1*

TABLE 5. INDEXES OF CONSUMPTION COSTS BASED ON BLS INTERMEDIATE BUDGET FOR A 4-PERSON FAMILY, 1/ AUTUMN 1975 (Revised May 5, 1976)
(U.S. URBAN AVERAGE COST=100)

AREA	TOTAL BUDGET	COST OF FAMILY CONSUMPTION												PERSONAL INCOME TAXES
		TOTAL CONSUMPTION	FOOD		HOUSING			TRANSPORTATION 2/		CLOTHING	PERSONAL CARE	MEDICAL CARE 3/	OTHER FAMILY CONSUMPTION 4/	
			TOTAL	FOOD AT HOME	TOTAL 3/	RENTER 3/	HOMEOWNER 3/	TOTAL	AUTOMOBILE OWNERS					
URBAN UNITED STATES 5/	100	100	100	100	100	100	100	100	100	100	100	100	100	100
METROPOLITAN AREAS	102	102	101	101	103	104	104	100	101	101	102	103	104	104
NONMETROPOLITAN AREAS 5/	91	91	94	98	87	83	87	99	94	95	93	86	89	83
NORTHEAST:														
BOSTON, MASS	110	115	106	109	134	118	155	109	110	104	104	96	110	145
BUFFALO, N.Y	106	105	103	103	107	108	107	108	103	116	102	86	105	119
HARTFORD, CONN	107	110	100	101	117	114	124	110	105	101	103	93	112	98
LANCASTER, PA	98	97	104	105	90	100	86	98	93	103	97	83	98	99
NEW YORK-NORTHEASTERN N.J	114	112	111	111	123	118	132	92	103	99	108	110	111	135
PHILADELPHIA, PA-N.J	102	101	101	109	96	98	97	94	107	91	97	104	104	110
PITTSBURGH, PA	95	95	103	102	89	81	81	96	95	98	98	87	103	96
PORTLAND, MAINE	102	104	109	113	104	107	103	102	97	105	94	91	103	93
NONMETROPOLITAN AREAS 5/	99	99	102	106	104	93	109	101	96	99	89	84	96	99
NORTH CENTRAL:														
CEDAR RAPIDS, IOWA	100	98	91	90	100	104	102	103	98	111	107	89	103	108
CHAMPAIGN-URBANA, ILL	101	104	99	101	106	127	103	103	98	123	101	99	99	99
CHICAGO, ILL.-NORTHWESTERN IND	103	104	104	101	107	112	110	103	117	100	103	107	101	99
CINCINNATI, OHIO-KY.-IND	96	96	98	99	93	88	96	102	97	100	91	87	101	98
CLEVELAND, OHIO	102	103	99	97	106	87	112	103	102	104	120	98	100	95
DAYTON, OHIO	93	94	98	99	87	84	84	97	93	99	94	84	101	79
DETROIT, MICH	103	102	99	97	104	93	111	98	97	103	109	100	102	108
GREEN BAY, WIS	99	95	89	98	100	94	98	99	94	103	101	82	101	110
INDIANAPOLIS, IND	99	100	97	98	99	96	100	100	100	98	94	98	105	91
KANSAS CITY, MO.-KANS	97	98	100	101	89	98	84	106	101	102	110	93	101	93
MILWAUKEE, WIS	106	102	93	92	113	105	110	100	95	112	105	94	102	136
MINNEAPOLIS-ST. PAUL, MINN	103	98	98	98	98	99	99	98	98	101	107	92	103	128
ST. LOUIS, MO.-ILL	97	97	101	101	93	83	91	106	105	94	104	88	99	92
WICHITA, KANS	98	95	95	97	88	95	82	102	97	102	105	98	103	85
NONMETROPOLITAN AREAS 5/	92	93	92	96	98	97	86	97	93	100	99	83	85	87
SOUTH:														
ATLANTA, GA	97	99	98	98	93	99	78	97	92	99	103	97	102	82
AUSTIN, TEX	90	91	89	89	81	71	75	102	97	103	97	95	103	69
BATTIMORE, MD	99	96	97	94	98	112	78	96	97	100	103	107	103	118
BATON ROUGE, LA	96	92	99	100	79	72	75	99	94	101	102	83	99	72
DALLAS, TEX	91	94	92	90	86	88	83	104	99	93	103	112	103	69
LORTON, D.C	97	96	95	96	91	99	88	96	91	96	103	103	105	105
HOUSTON, TEX	92	95	92	95	83	81	78	101	96	99	105	108	99	89
NASHVILLE, TENN	91	94	93	94	90	85	87	101	96	105	94	87	101	89
ORLANDO, FLA	89	92	89	88	89	100	84	100	95	98	93	103	102	67
WASHINGTON, D.C.-MD.-VA	104	102	102	102	103	112	102	103	102	92	100	102	105	118
NONMETROPOLITAN AREAS 5/	87	88	93	96	79	72	69	99	94	91	92	85	82	77
WEST:														
BAKERSFIELD, CALIF	92	92	92	93	83	91	77	106	101	89	93	111	95	79
DENVER, COLO	96	96	95	95	86	84	83	100	95	119	94	94	99	94
LOS ANGELES-LONG BEACH, CALIF	99	100	96	93	97	107	96	104	100	101	98	122	97	93
SAN DIEGO, CALIF	98	99	93	91	97	98	101	106	101	101	97	119	93	98
SAN FRANCISCO-OAKLAND, CALIF	107	107	100	100	114	102	113	105	105	100	116	115	103	106
SEATTLE-EVERETT, WASH	102	105	103	103	109	114	109	102	98	109	106	106	104	94
HONOLULU	122	117	126	122	125	107	125	113	107	99	116	105	109	143
NONMETROPOLITAN AREAS 5/	98	98	99	97	96	95	98	96	93	101	96	99	83	87
ANCHORAGE, ALASKA	119	133	130	124	143	219	153	119	113	121	140	156	102	177

SEE FOOTNOTES FOLLOWING TABLE 6.

* U.S. Dept. of Labor. Bureau of Labor Statistics. News, USDL: 76-759.

Table D. Variables which are recoded from interval-scaled variables.
(the value labels indicate the recoding schema used.)

Variable name	Variable label	Value labels	missing values	Original Variable
1. agel	natural age	1. 20 - 24 2. 25 - 29 3. 30 - 34 4. 35 - 39 5. 40 - 44 6. 45 - 49 7. 50 - 54 8. 55 - 59 9. 60 - 64 10. 65 up	0	age
2 exptyeal	total years as professional librarian	0. zero 1. 1 - 2 2. 3 - 5 3. 6 - 8 4. 9 - 12 5. 13 - 16 6. 17 - 20 7. 21 - 24 8. 25 - 29 9. 30 up	none	exptyear
3 expcyeal	years at present library	same as for exptyeal	none	expcyear
4 expnprol	years as a non-professional assistant	same as for exptyeal	none	expnprof
5. salaryl	basic salary	1. 5m to 9m 2. 9m to 11m 3. 11m to 13m 4. 13m to 15m 5. 15m to 18m 6. 18m to 21m 7. 21m to 24m 8. 24m to 28m 9. 28m to 32m 10. 32m to 37m 11. 37m to 42m 12. 42m to 48m 13. 48m to 55m 14. 55m to 65m 15. 65m up	0	salary

	Variable name	Variable label	Value labels	missing values	Original Variable
6	salary2	salary weighted by region & benefits	same as for salary1	0	salaryw
7	salary3	salary weighted by region only	same as for salary1	0	salaryb
8	trainin1	composite training score	0. 0 - 4 1. 5 - 14 2. 15 - 24 3. 25 - 34 4. 35 - 44 5. 45 - 54 6. 55 - 64 7. 65 - up	none	training

---

Special Notes on Variables:

1. All administrators (code 1 on ADMIN or code 99 on INDIVNO) were coded 3 on ADMRESP.
2. All salaries below $5000 were coded 0 (a missing value).
3. All individuals in libraries with a zero code for BENEFITS were coded 15 (the average level).

APPENDIX III

TABLES

Table 1
Librarians
A

SALARY2 BASIC SALARY

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
[illegible]	*	2	0.4	0.4	0.4
[illegible]	2	[illegible]16	22.9	23.1	23.5
[illegible]	3	158	31.2	31.5	55.0
[illegible]	4	123	24.3	24.5	79.5
[illegible]	5	68	13.4	13.5	93.0
[illegible]	6	2[illegible]	4.1	4.2	97.2
[illegible]	7	9	1.8	1.8	99.0
[illegible]	8	3	0.6	0.6	99.6
[illegible]	9	1	0.2	0.2	99.8
[illegible]	[illegible]	*	0.2	0.2	100.0
	*	5	1.0	MISSING	100.0
	TOTAL	507	100.0	100.0	

SALARY3 SALARY WEIGHTED BY REGION ONLY

B

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
[illegible]	*	9	1.8	1.8	1.8
[illegible]	2	[illegible]04	20.5	21.0	22.8
[illegible]	3	178	35.1	35.9	58.7
[illegible]	4	[illegible]0	21.7	22.2	80.8
[illegible]	5	66	13.0	13.3	94.2
[illegible]	6	18	3.6	3.6	97.8
[illegible]	7	7	1.4	1.4	99.2
[illegible]	8	2	0.4	0.4	99.6
32[illegible]	10	1	0.2	0.2	99.8
[illegible]	[illegible]	1	0.2	0.2	100.0
	*	5	1.0	MISSING	100.0
OUT OF RANGE		6	1.2	MISSING	100.0
	TOTAL	507	100.0	100.0	

SALARY4 SALARY WEIGHTED BY REGION & SEMPLIZE

C

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
[illegible]	*	9	1.8	1.8	1.8
[illegible]	2	[illegible]2	22.1	22.5	24.3
[illegible]	3	158	31.2	31.8	56.1
[illegible]	4	[illegible]4	24.5	24.9	81.1
[illegible]	5	59	11.6	11.9	93.0
[illegible]	6	2[illegible]	4.1	4.2	97.2
[illegible]	7	10	2.0	2.0	99.2
[illegible]	8	2	0.4	0.4	99.6
[illegible]	10	1	0.2	0.2	99.8
[illegible]	[illegible]	1	0.2	0.2	100.0
	*	5	1.0	MISSING	100.0
OUT OF RANGE		5	1.0	MISSING	100.0
	TOTAL	507	100.0	100.0	

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Table 2

Department Head and Assistant Director

A

SALARY1 BASIC SALARY

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
[illegible]	1	1	0.4	0.4	0.4
[illegible]	2	9	3.5	3.5	3.9
[illegible]	3	34	13.1	13.1	17.0
[illegible]	4	60	23.1	23.2	40.2
[illegible]	5	89	34.2	34.4	74.5
[illegible]	6	43	16.5	16.6	91.1
[illegible]	7	15	5.8	5.8	96.9
[illegible]	8	6	2.3	2.3	99.2
[illegible]	9	1	0.4	0.4	99.6
[illegible]	10	1	0.4	0.4	100.0
	0	1	0.4	MISSING	100.0
	TOTAL	260	100.0	100.0	

SALARY2 SALARY WEIGHTED BY REGION ONLY

B

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
[illegible]	2	9	3.5	3.5	3.5
[illegible]	3	44	16.9	17.1	20.5
[illegible]	4	49	18.8	19.0	39.5
[illegible]	5	91	35.0	35.3	74.8
[illegible]	6	41	15.8	15.9	90.7
[illegible]	7	18	6.9	7.0	97.7
[illegible]	8	4	1.5	1.6	99.2
[illegible]	9	1	0.4	0.4	99.6
[illegible]	10	1	0.4	0.4	100.0
	0	1	0.4	MISSING	100.0
OUT OF RANGE		1	0.4	MISSING	100.0
	TOTAL	260	100.0	100.0	

SALARY3 SALARY WEIGHTED BY REGION & PROFITS

C

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
[illegible]	1	1	0.4	0.4	0.4
[illegible]	2	9	3.5	3.5	3.9
[illegible]	3	40	15.4	15.4	19.3
[illegible]	4	57	21.9	22.0	41.3
[illegible]	5	85	32.7	32.8	74.1
[illegible]	6	42	16.2	16.2	90.3
[illegible]	7	18	6.9	6.9	97.3
[illegible]	8	5	1.9	1.9	99.2
[illegible]	9	1	0.4	0.4	99.6
[illegible]	10	1	0.4	0.4	100.0
	0	1	0.4	MISSING	100.0
	TOTAL	260	100.0	100.0	

Table 3
Directors
A

SALARY - BASIC SALARY

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
[illegible]	5	8	7.2	7.2	7.2
[illegible]	6	[illegible]	9.9	9.9	17.1
[illegible]	7	15	13.5	13.5	30.6
[illegible]	8	31	27.9	27.9	58.6
[illegible]	9	28	25.2	25.2	83.8
[illegible]	10	11	9.9	9.9	93.7
[illegible]	11	4	3.6	3.6	97.3
[illegible]	12	3	2.7	2.7	100.0
	TOTAL	111	100.0	100.0	

SALARY2 - SALARY WEIGHTED BY REGION ONLY

B

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
[illegible]	4	1	0.9	0.9	0.9
[illegible]	5	[illegible]	9.0	9.0	9.9
[illegible]	6	13	11.7	11.7	21.6
[illegible]	7	[illegible]	[illegible]5.3	15.3	36.9
[illegible]	8	25	22.5	22.5	59.5
[illegible]	9	28	25.2	25.2	84.7
[illegible]	10	10	9.0	9.0	93.7
[illegible]	11	4	3.6	3.6	97.3
[illegible]	12	2	1.8	1.8	99.1
[illegible]	13	1	0.9	0.9	100.0
	TOTAL	111	100.0	100.0	

SALARY2 - SALARY WEIGHTED BY REGION & SERVICE

C

CATEGORY LABEL	CODE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
[illegible]	4	1	0.9	0.9	0.9
[illegible]	5	[illegible]	9.9	10.1	11.0
[illegible]	6	11	9.9	10.1	21.1
[illegible]	7	[illegible]	12.6	12.8	33.9
[illegible]	8	31	27.9	28.4	62.4
[illegible]	9	23	20.7	21.1	83.5
[illegible]	10	11	9.9	10.1	93.6
[illegible]	[illegible]	[illegible]	[illegible].3	1.8	95.4
[illegible]	12	5	4.5	4.6	100.0
[illegible]	[illegible]	2	[illegible].8	MISSING	100.0
	TOTAL	[illegible]	100.0	100.0	

Table 4

A

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE: SALARY — BASIC SALARY
BROKEN DOWN BY: ADMRESP — ADMINISTRATIVE RESPONSIBILITY

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15814.3711	5788.6172	**********	(872)
ADMRESP	0		**********	13236.6797	3111.2227	**********	(502)
ADMRESP	1	DEPARTMENT HEAD	**********	15034.1289	2689.4629	**********	(177)
ADMRESP	2	ASSISTANT DIRECTOR	**********	18346.0703	3886.5979	**********	(82)
ADMRESP	3	ADMINISTRATOR	**********	26845.9336	6297.5703	**********	(111)

TOTAL CASES = 878
MISSING CASES = 6 OR 0.7 PCT.

B

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE: SALARYB — SALARY WEIGHTED BY REGION ONLY
BROKEN DOWN BY: ADMRESP — ADMINISTRATIVE RESPONSIBILITY

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15682.0117	5793.5156	**********	(872)
ADMRESP	0		**********	13128.7031	3176.2588	**********	(502)
ADMRESP	1	DEPARTMENT HEAD	**********	14899.2852	2615.0090	**********	(177)
ADMRESP	2	ASSISTANT DIRECTOR	**********	18439.4141	3918.9448	**********	(82)
ADMRESP	3	ADMINISTRATOR	**********	26480.5869	6661.0547	**********	(111)

TOTAL CASES = 878
MISSING CASES = 6 OR 0.7 PCT.

C

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE: SALARYW — SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY: ADMRESP — ADMINISTRATIVE RESPONSIBILITY

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15720.8608	5835.8359	**********	(872)
ADMRESP	0		**********	13137.1562	3192.5464	**********	(502)
ADMRESP	1	DEPARTMENT HEAD	**********	14998.3359	2679.7449	**********	(177)
ADMRESP	2	ASSISTANT DIRECTOR	**********	18404.6211	3951.5581	**********	(82)
ADMRESP	3	ADMINISTRATOR	**********	26574.7734	6686.6531	**********	(111)

TOTAL CASES = 878
MISSING CASES = 6 OR 0.7 PCT.

Table 5

A

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARY BASIC SALARY
BROKEN DOWN BY REGION

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15814.3711	5789.1172	**********	(872)
REGION	1	NEW ENGLAND	**********	14860.2344	4445.5763	**********	(51)
REGION	2	NEW YORK NEW JERSEY	**********	17406.8164	6768.4805	**********	(89)
REGION	3	MID-EASTERN	**********	15649.4492	6487.7344	**********	(42)
REGION	4	MID-ATLANTIC	**********	15827.8281	6159.4727	**********	(89)
REGION	5	KENT-OHIO-MICH	**********	14687.0859	4822.9336	**********	(60)
REGION	6	SOUTHEASTERN	**********	14514.8828	5871.5078	**********	(95)
REGION	7	MIDWEST	**********	14947.0156	4625.4531	**********	(107)
REGION	8	MIDCONTINENTAL	**********	15068.6016	5806.9375	**********	(68)
REGION	9	SOUTH CENTRAL	**********	15429.1914	6226.8125	**********	(93)
REGION	10	PACIFIC NORTH	**********	15509.1992	4998.6797	**********	(25)
REGION	11	PACIFIC SOUTH	**********	17265.7187	5367.7891	**********	(93)
REGION	12	CANADA	**********	10982.8828	5504.3554	**********	(52)

TOTAL CASES = 878
MISSING CASES = 6 OR 0.7 PCT.

B

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYB SALARY WEIGHTED BY REGION ONLY
BROKEN DOWN BY REGION

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15682.2578	5793.2891	**********	(872)
REGION	1	NEW ENGLAND	**********	13130.8437	3923.2783	**********	(51)
REGION	2	NEW YORK NEW JERSEY	**********	15331.0977	5954.9609	**********	(89)
REGION	3	MID-EASTERN	**********	15563.0937	6354.4141	**********	(42)
REGION	4	MID-ATLANTIC	**********	15867.2891	6174.1953	**********	(89)
REGION	5	KENT-OHIO-MICH	**********	14825.1367	4904.0234	**********	(60)
REGION	6	SOUTHEASTERN	**********	15932.1562	6442.5352	**********	(95)
REGION	7	MIDWEST	**********	14603.2891	4520.9883	**********	(107)
REGION	8	MIDCONTINENTAL	**********	14647.7891	5821.4805	**********	(68)
REGION	9	SOUTH CENTRAL	**********	16910.4609	6888.6445	**********	(93)
REGION	10	PACIFIC NORTH	**********	15205.0625	4900.7734	**********	(25)
REGION	11	PACIFIC SOUTH	**********	17027.2031	5351.2109	**********	(93)
REGION	12	CANADA	**********	10429.9492	5421.7930	**********	(52)

TOTAL CASES = 878
MISSING CASES = 6 OR 0.7 PCT.

67

67 A

Table 5

C

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE: SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY: REGION

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15721.0781	5835.5391	**********	(872)
REGION	1	NEW ENGLAND	**********	13330.1328	3951.9965	**********	(51)
REGION	2	NEW YORK NEW JERSEY	**********	16161.3672	6292.8203	**********	(89)
REGION	3	MID-EASTERN	**********	15765.6289	6426.8320	**********	(42)
REGION	4	MID-ATLANTIC	**********	15796.2344	6213.9453	**********	(89)
REGION	5	EAST-OHIO-MICH	**********	14687.0703	4908.0039	**********	(68)
REGION	6	SOUTHEASTERN	**********	15904.8086	6465.3086	**********	(95)
REGION	7	MIDWEST	**********	14970.3828	4711.6367	**********	(107)
REGION	8	MIDCONTINENTAL	**********	14472.9336	6254.0352	**********	(68)
REGION	9	SOUTH CENTRAL	**********	16225.8242	6586.0508	**********	(93)
REGION	10	PACIFIC NORTH	**********	15118.8711	4895.4414	**********	(25)
REGION	11	PACIFIC SOUTH	**********	17185.0508	5387.1602	**********	(93)
REGION	12	CANADA	**********	10109.0750	5369.9844	**********	(52)

TOTAL CASES = 878
MISSING CASES = 6 OR 0.7 PCT.

Table 6

A

REGION BY SEX
CONTROLLING FOR..
POWRSP ADMINISTRATIVE RESPONSIBILITY VALUE.. 6

VARIABLE AVERAGED... SALARY BASIC SALARY

REGION	MEAN COUNT	SEX MALE	FEMALE	ROW TOTAL
		1	2	
1 NEW ENGLAND	12087.58 8	13379.48 25	13066.27 33
2 NEW YORK NEW JER	13055.02 11	14422.58 33	14280.66 44
3 MID-EASTERN	14716.66 3	12098.45 22	12412.64 25
4 MID-ATLANTIC	12601.80 5	12235.55 36	12280.22 41
5 KENT-OHIO-MICH	11958.75 8	12340.44 34	12267.73 42
6 SOUTHEASTERN	10862.50 8	12118.37 49	12114.03 57
7 MIDWEST	13397.33 9	12832.87 62	12898.28 71
8 MIDCONTINENTAL	12385.83 12	12101.73 30	12325.76 42
9 SOUTH CENTRAL	15907.50 11	12584.16 43	13261.14 54
10 PACIFIC NORTH	12600.00 9	13318.18 17	13278.28 26
11 PACIFIC SOUTH	14729.43 7	15163.65 37	15093.29 44
12 CANADA	17737.33 6	16225.12 24	16527.57 30
COLUMN TOTAL	13532.43 89	13162.45 412	13228.17 501

LAMDA (ASYMMETRIC) = 0.00698 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.00578
GAMMA = 0.02828

69

B

REGION BY SEX
CONTROLLING FOR..
POWRSP ADMINISTRATIVE RESPONSIBILITY VALUE.. 6

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

REGION	MEAN COUNT	SEX MALE	FEMALE	ROW TOTAL
		1	2	
1 NEW ENGLAND	10779.37 8	11607.20 25	11406.51 33
2 NEW YORK NEW JER	12106.11 11	12692.41 33	12565.83 44
3 MID-EASTERN	14428.10 3	12066.00 22	12349.45 25
4 MID-ATLANTIC	12287.80 5	12356.44 36	12347.97 41
5 KENT-OHIO-MICH	12072.46 8	12637.03 34	12367.59 42
6 SOUTHEASTERN	11936.00 8	13513.66 49	13292.35 57
7 MIDWEST	13006.08 9	12540.37 62	12601.90 71
8 MIDCONTINENTAL	11777.57 12	11822.79 30	11809.87 42
9 SOUTH CENTRAL	17663.37 11	13927.09 43	14688.18 54
10 PACIFIC NORTH	12352.94 9	13057.88 17	13017.89 26
11 PACIFIC SOUTH	14627.36 7	14917.60 37	14871.60 44
12 CANADA	17220.69 6	15752.52 24	16046.15 30
COLUMN TOTAL	13346.36 89	13076.76 412	13126.65 501

LAMDA (ASYMMETRIC) = 0.00698 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.00578
GAMMA = 0.02828

69 A

Table 6

C

REGION BY SEX
CONTROLLING FOR.. ADMINISTRATIVE RESPONSIBILITY VALUE.. 0

VARIABLE BY DEGREE... SALARY SALARY WEIGHTED BY REGION & RESPITS

REGION	SEX MEAN COUNT	MALE	FEMALE	ROW TOTAL
		1	2	
1 NEW ENGLAND		10843.04	11796.23	11565.15
		8	25	33
2 NEW YORK NEW JER		13165.82	13218.77	13205.54
		11	33	44
3 MID EASTERN		10833.16	12147.90	12470.20
		3	22	25
4 MID-ATLANTIC		12255.34	12261.11	12262.16
		5	36	41
5 KENT-OHIO-MICH		11998.35	12275.97	12223.09
		8	34	42
6 SOUTHEASTERN		11946.82	11530.58	11300.30
		8	49	57
7 MIDWEST		13388.41	12891.46	12950.45
		9	62	71
8 MIDCONTINENTAL		11233.70	11637.00	11521.77
		12	30	42
9 SOUTH CENTRAL		16620.98	11409.61	14063.78
		11	43	54
10 PACIFIC NORTH		12229.81	12973.62	12932.27
		9	17	18
11 PACIFIC SOUTH		14844.59	15055.39	15021.85
		7	37	44
12 CANADA		17164.81	15415.37	15765.18
		6	24	30
COLUMN TOTAL		13327.68	13089.31	13131.66
		89	412	501

LAMDA (ASYMMETRIC) = 0.00698 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.00578
GAMMA = 0.02828

Table 7

C

REGION BY SEX
CONTROLLING FOR.. ADMINISTRATIVE RESPONSIBILITY VALUE.. 1 DEPARTMENT HEAD
VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION & BENEFITS

REGION	SEX 1 MEAN COUNT	MALE	FEMALE	ROW TOTAL
1 NEW ENGLAND		$15274.18 (3)	$13908.36 (6)	14362.63 (9)
2 NEW YORK NEW JER		15653.82 (5)	14075.60 (17)	14434.29 (22)
3 MID EASTERN		13955.87 (2)	16383.35 (6)	15776.48 (8)
4 MID-ATLANTIC		15529.29 (7)	14829.59 (22)	14996.26 (29)
5 KENT-OHIO-MICH		0.0 (0)	14385.55 (7)	14385.55 (7)
6 SOUTHEASTERN		14961.35 (3)	13676.30 (13)	13917.25 (16)
7 MIDWEST		14806.91 (5)	15416.92 (13)	15247.25 (18)
8 MIDCONTINENTAL		11599.16 (1)	14846.13 (8)	14129.80 (9)
9 SOUTH CENTRAL		13848.06 (3)	14433.50 (16)	14340.43 (19)
10 PACIFIC NORTH		0.0 (0)	16176.47 (1)	16176.47 (1)
11 PACIFIC SOUTH		16640.28 (9)	16461.50 (21)	16515.14 (30)
12 CANADA		0.0 (0)	15060.67 (7)	15060.67 (7)
COLUMN TOTAL		15327.48 (38)	14890.45 (137)	14985.35 (175)

LAMDA (ASYMMETRIC) = 0.00690 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.00546
GAMMA = 0.06321

B

REGION BY SEX
CONTROLLING FOR.. ADMINISTRATIVE RESPONSIBILITY VALUE.. 1 DEPARTMENT HEAD
VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

REGION	SEX 1 MEAN COUNT	MALE	FEMALE	ROW TOTAL
1 NEW ENGLAND		14825.68 (3)	13912.03 (6)	13883.24 (9)
2 NEW YORK NEW JER		14064.90 (5)	13515.96 (17)	13640.72 (22)
3 MID EASTERN		13578.43 (2)	15971.52 (6)	15373.24 (8)
4 MID-ATLANTIC		15816.79 (7)	14815.96 (22)	15057.54 (29)
5 KENT-OHIO-MICH		0.0 (0)	14389.80 (7)	14389.80 (7)
6 SOUTHEASTERN		15137.36 (3)	13705.95 (13)	14006.84 (16)
7 MIDWEST		14705.87 (5)	15246.60 (13)	15096.66 (18)
8 MIDCONTINENTAL		12209.65 (1)	14286.77 (8)	14055.98 (9)
9 SOUTH CENTRAL		14832.33 (3)	14964.80 (16)	14943.58 (19)
10 PACIFIC NORTH		0.0 (0)	16176.47 (1)	16176.47 (1)
11 PACIFIC SOUTH		16339.09 (9)	16320.69 (21)	16323.81 (30)
12 CANADA		0.0 (0)	15337.01 (7)	15337.01 (7)
COLUMN TOTAL		15139.57 (38)	14894.55 (137)	14905.12 (175)

LAMDA (ASYMMETRIC) = 0.00690 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.00546
GAMMA = 0.06321

Table 8

B

REGION BY SEX
CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY ASSISTANT DIRECTOR
VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

REGION	MEAN COUNT	SEX MALE 1	FEMALE 2	ROW TOTAL
NEW ENGLAND	1	0.0 I 0	11728.44 I 2	11728.44 2
NEW YORK NEW JRSY	2	20561.40 I 9	16019.87 I 7	17087.56 8
MID-EASTERN	3	12990.19 I 1	21033.72 I 2	18339.21 3
MID-ATLANTIC	4	21461.07 I 3	20865.96 I 5	20839.12 8
KENT-OHIO-MICH	5	15151.50 I 1	17480.82 I 10	17232.70 11
SOUTHEASTERN	6	21087.88 I 9	18317.39 I 7	19140.41 16
MIDWEST	7	18029.78 I 3	19931.64 I 4	19116.53 7
MIDCONTINENTAL	8	16666.13 I 2	17460.51 I 5	17233.50 7
SOUTH CENTRAL	9	19650.28 I 4	19092.06 I 8	19279.47 12
PACIFIC NORTH	10	17647.05 I 9	17970.90 I 3	17895.33 4
PACIFIC SOUTH	11	14108.49 I 1	18501.59 I 6	17873.99 7
CANADA	12	22139.00 I 2	22330.09 I 1	22203.23 3
COLUMN TOTAL		99201.00 22	18160.36 60	18439.55 82

LAMDA (ASYMMETRIC) = 0.02857 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.03761
GAMMA = -0.16667

C

REGION BY SEX
CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY ASSISTANT DIRECTOR
VARIABLE AVERAGED... SALARYW SALARY WEIGHTED BY REGION & DEMERITS

REGION	MEAN COUNT	SEX MALE 1	FEMALE 2	ROW TOTAL
NEW ENGLAND	1	0.0 I 0	11142.01 I 2	11142.01 2
NEW YORK NEW JRSY	2	24807.00 I 9	17371.07 I 7	18300.55 8
MID-EASTERN	3	12990.19 I 1	21033.72 I 2	18339.21 3
MID-ATLANTIC	4	21461.07 I 3	20520.59 I 5	20873.27 8
KENT-OHIO-MICH	5	15151.50 I 1	17285.08 I 10	17091.12 11
SOUTHEASTERN	6	20806.81 I 3	18123.46 I 7	18952.46 10
MIDWEST	7	18170.87 I 3	20660.36 I 4	19593.61 7
MIDCONTINENTAL	8	15999.88 I 2	17402.01 I 5	17001.29 7
SOUTH CENTRAL	9	18673.87 I 4	18424.09 I 8	18507.30 12
PACIFIC NORTH	10	17470.58 I 9	17927.79 I 3	17813.48 4
PACIFIC SOUTH	11	14108.49 I 1	18791.58 I 6	18122.48 7
CANADA	12	21475.61 I 2	21660.19 I 1	21537.13 3
COLUMN TOTAL		18896.79 22	18224.36 60	18404.77 82

LAMDA (ASYMMETRIC) = 0.02857 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.03261
GAMMA = -0.16667

Table 9

B

REGION BY SEX
CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY ADMINISTRATOR
VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

REGION	MEAN COUNT	SEX: MALE	SEX: FEMALE	ROW TOTAL
		1	2	
1 NEW ENGLAND		22400.22	18425.68	20691.20
		5	3	7
2 NEW YORK NEW JRS		29260.02	22087.67	25673.85
		7	7	14
3 MID-EASTERN		28921.56	27266.86	27818.43
		2	4	6
4 MID ATLANTIC		28426.95	25044.60	27504.49
		8	3	11
5 EAST-OHIO-MICH		25930.31	27111.25	26436.43
		4	3	7
6 SOUTHEASTERN		29608.85	26610.50	28359.30
		7	5	12
7 MIDWEST		28496.52	22638.81	23837.59
		7	4	11
8 MIDCONTINENTAL		26844.89	23098.61	25169.75
		7	3	10
9 SOUTH CENTRAL		30098.43	25505.50	33030.56
		7	1	8
10 PACIFIC NORTH		29023.52	0.0	29023.52
		2	0	2
11 PACIFIC SOUTH		25605.30	32485.57	26856.33
		9	2	11
12 CANADA		24201.68	25599.97	25250.38
		3	9	12
COLUMN TOTAL		27491.72	24779.87	26490.87
		68	43	111

LAMDA (ASYMMETRIC) = 0.04124 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.08571
GAMMA = -0.09899

C

REGION BY SEX
CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY ADMINISTRATOR
VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION & BENEFITS

REGION	MEAN COUNT	SEX: MALE	SEX: FEMALE	ROW TOTAL
		1	2	
1 NEW ENGLAND		22427.95	17249.93	20948.51
		5	2	7
2 NEW YORK NEW JRS		29557.35	23335.68	26986.51
		7	7	14
3 MID-EASTERN		29607.83	27489.22	28195.41
		2	4	6
4 MID ATLANTIC		28309.90	24895.81	27386.05
		8	3	11
5 EAST-OHIO-MICH		25475.06	27122.04	26180.91
		4	3	7
6 SOUTHEASTERN		29649.90	26590.69	28349.76
		7	5	12
7 MIDWEST		28865.94	24187.00	28589.38
		7	4	11
8 MIDCONTINENTAL		26429.68	23020.89	25806.88
		7	3	10
9 SOUTH CENTRAL		32858.71	25004.43	31877.55
		7	1	8
10 PACIFIC NORTH		28880.35	0.0	28880.35
		2	0	2
11 PACIFIC SOUTH		25631.25	32665.95	26910.28
		9	2	11
12 CANADA		25007.39	24855.58	24893.58
		3	9	12
COLUMN TOTAL		27555.29	25025.11	26575.13
		68	43	111

LAMDA (ASYMMETRIC) = 0.04124 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.08571
GAMMA = -0.09899

Table 10

B

REGION BY MINORITY MINORITY CODE
CONTROLLING FOR..
BORREGP ADMINISTRATIVE RESPONSIBILITY VALUE 0
VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

REGION	MINORITY SPAN COUNT	MINORITY	NON-MINORITY	ROW TOTAL
		1	2	
NEW ENGLAND	1	10861.58	11461.01	11406.51
		3	30	33
NEW YORK NEW JER	2	14963.88	12365.29	12810.69
		6	29	35
MID EASTERN	3	12890.36	12355.70	12426.55
		3	20	23
MID-ATLANTIC	4	12499.72	12359.62	12380.32
		6	32	38
EAST-OHIO-MICH	5	0.0	12367.59	12367.59
		0	42	42
SOUTHEASTERN	6	11712.39	13610.62	13372.52
		7	48	55
MIDWEST	7	13952.34	12590.66	12650.73
		3	65	68
MIDCONTINENTAL	8	13436.69	11645.06	11870.75
		5	34	39
SOUTH CENTRAL	9	13448.88	14660.62	14598.72
		3	49	52
PACIFIC NORTH	10	0.0	13017.89	13017.89
		0	18	18
PACIFIC SOUTH	11	12550.02	15101.02	14789.92
		5	36	41
CANADA	12	17544.66	15588.20	15738.69
		2	24	26
COLUMN TOTAL		13744.59	13121.20	13123.34
		83	427	470

LAMDA (ASYMMETRIC) = 0.00995 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.00899
GAMMA = 0.12028

C

REGION BY MINORITY MINORITY CODE
CONTROLLING FOR..
BORREGP ADMINISTRATIVE RESPONSIBILITY VALUE 0
VARIABLE AVERAGED... SALARYW SALARY WEIGHTED BY REGION & BENEFITS

REGION	MINORITY SPAN COUNT	MINORITY	NON-MINORITY	ROW TOTAL
		1	2	
NEW ENGLAND	1	10895.99	11632.14	11565.15
		3	30	33
NEW YORK NEW JER	2	15387.62	13127.29	13510.77
		6	29	35
MID EASTERN	3	13069.93	12468.35	12546.87
		3	20	23
MID-ATLANTIC	4	12164.35	12328.61	12299.30
		6	32	38
EAST-OHIO-MICH	5	0.0	12223.09	12223.09
		0	42	42
SOUTHEASTERN	6	11712.39	13631.55	13389.04
		7	48	55
MIDWEST	7	13938.57	12968.29	13010.21
		3	65	68
MIDCONTINENTAL	8	12944.16	11809.86	11806.56
		5	34	39
SOUTH CENTRAL	9	12568.05	14042.39	13957.25
		3	49	52
PACIFIC NORTH	10	0.0	12932.27	12932.27
		0	18	18
PACIFIC SOUTH	11	12599.83	15268.42	14939.47
		5	36	41
CANADA	12	17544.66	15220.95	15399.70
		2	24	26
COLUMN TOTAL		13057.28	13932.87	13925.95
		83	427	470

LAMDA (ASYMMETRIC) = 0.00995 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.00899
GAMMA = 0.12028

Table 11

B

REGION BY MINORITY MINORITY CODE
CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY DEPARTMENT HEAD
VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

REGION	MEAN COUNT	MINORITY 1	NON-MINORITY 2	ROW TOTAL
1 NEW ENGLAND	1	0.0	13324.79	13324.79
		0	8	8
2 NEW YORK NEW JER	2	13076.31	13697.16	13640.71
		2	20	22
3 MID-EASTERN	3	17107.84	15125.45	15373.24
		1	7	8
4 MID ATLANTIC	4	16375.77	14830.79	15059.67
		4	23	27
5 KENT-OHIO-MICH	5	13383.83	14521.03	14359.26
		1	6	7
6 SOUTHEASTERN	6	13205.85	14191.69	14006.84
		3	13	16
7 MIDWEST	7	12121.20	15782.66	15530.55
		1	14	15
8 MIDCONTINENTAL	8	15078.11	13775.11	13937.98
		1	7	8
9 SOUTH CENTRAL	9	0.0	14855.47	14855.47
		0	18	18
10 PACIFIC NORTH	10	0.0	16176.47	16176.47
		0	1	1
11 PACIFIC SOUTH	11	16782.32	16407.24	16446.04
		3	26	29
12 CANADA	12	15533.98	15500.96	15506.46
		1	5	6
COLUMN TOTAL		14990.88	14893.23	14903.29
		17	148	165

LAMDA (ASYMMETRIC) = 0.00735 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.00654
GAMMA = 0.03696

C

REGION BY MINORITY MINORITY CODE
CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY DEPARTMENT HEAD
VARIABLE AVERAGED... SALARYW SALARY WEIGHTED BY REGION & BENEFITS

REGION	MEAN COUNT	MINORITY 1	NON-MINORITY 2	ROW TOTAL
1 NEW ENGLAND	1	0.0	13818.23	13818.23
		0	8	8
2 NEW YORK NEW JER	2	13384.23	14539.29	14434.29
		2	20	22
3 MID-EASTERN	3	17107.84	15586.29	15776.48
		1	7	8
4 MID ATLANTIC	4	16355.80	14730.77	14971.52
		4	23	27
5 KENT-OHIO-MICH	5	13383.83	14481.06	14324.31
		1	6	7
6 SOUTHEASTERN	6	13205.85	14081.47	13917.24
		3	13	16
7 MIDWEST	7	13090.90	15890.46	15703.82
		1	14	15
8 MIDCONTINENTAL	8	17339.82	13637.62	14096.02
		1	7	8
9 SOUTH CENTRAL	9	0.0	14273.94	14273.94
		0	18	18
10 PACIFIC NORTH	10	0.0	16176.47	16176.47
		0	1	1
11 PACIFIC SOUTH	11	17253.21	16561.47	16633.03
		3	26	29
12 CANADA	12	14601.94	15500.96	15351.12
		1	5	6
COLUMN TOTAL		15247.77	14988.45	15014.45
		17	148	165

LAMDA (ASYMMETRIC) = 0.00735 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.00654
GAMMA = 0.03696

Table 12

B

REGION BY MINORITY MINORITY CODE
CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY ASSISTANT DIRECTOR
VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

REGION	MEAN COUNT	MINORITY 1	NON-MINORITY 2	ROW TOTAL
1 NEW ENGLAND	1	0.0	11728.44	11728.44
	0	0	2	2
2 NEW YORK NEW JER	2	20287.28	16021.00	17087.56
	2	2	6	8
3 MID-EASTERN	3	0.0	18339.21	18339.21
	0	0	3	3
4 MID ATLANTIC	4	20782.11	20858.13	20839.12
	2	2	6	8
5 KENT-OHIO-MICH	5	0.0	16935.77	16935.77
	0	0	10	10
6 SOUTHEASTERN	6	21754.94	19015.59	19319.96
	1	1	8	9
7 MIDWEST	7	0.0	19116.51	19116.51
	0	0	7	7
8 MIDCONTINENTAL	8	19791.65	16807.19	17233.54
	1	1	6	7
9 SOUTH CENTRAL	9	0.0	19593.58	19593.58
	0	0	11	11
10 PACIFIC NORTH	10	0.0	17895.33	17895.33
	0	0	4	4
11 PACIFIC SOUTH	11	0.0	17873.99	17873.99
	0	0	7	7
12 CANADA	12	0.0	22203.23	22203.23
	0	0	3	3
COLUMN TOTAL		20614.22	18283.91	18460.90
		6	73	79

LAMDA (ASYMMETRIC) = 0.02941 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.02703
GAMMA = 0.52500

C

REGION BY MINORITY MINORITY CODE
CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY ASSISTANT DIRECTOR
VARIABLE AVERAGED... SALARYW SALARY WEIGHTED BY REGION & BENEFITS

REGION	MEAN COUNT	MINORITY 1	NON-MINORITY 2	ROW TOTAL
1 NEW ENGLAND	1	0.0	11142.01	11142.01
	0	0	2	2
2 NEW YORK NEW JER	2	20490.13	17570.71	18300.56
	2	2	6	8
3 MID-EASTERN	3	0.0	18339.21	18339.21
	0	0	3	3
4 MID ATLANTIC	4	21220.18	20790.97	20873.27
	2	2	6	8
5 KENT-OHIO-MICH	5	0.0	16780.04	16780.04
	0	0	10	10
6 SOUTHEASTERN	6	21754.94	18814.68	19147.37
	1	1	8	9
7 MIDWEST	7	0.0	19593.41	19593.41
	0	0	7	7
8 MIDCONTINENTAL	8	18999.98	16668.76	17009.27
	1	1	6	7
9 SOUTH CENTRAL	9	0.0	18880.68	18880.68
	0	0	11	11
10 PACIFIC NORTH	10	0.0	17813.48	17813.48
	0	0	4	4
11 PACIFIC SOUTH	11	0.0	18122.49	18122.49
	0	0	7	7
12 CANADA	12	0.0	21537.13	21537.13
	0	0	3	3
COLUMN TOTAL		20662.57	18265.20	18447.28
		6	73	79

LAMDA (ASYMMETRIC) = 0.02941 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.02703
GAMMA = 0.52500

Table 13

B

REGION BY MINORITY MINORITY CODE
CONTROLLING FOR..
ADMPSP ADMINISTRATIVE RESPONSIBILITY ADMINISTRATOR
VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

REGION	MINORITY MEAN COUNT	MINORITY 1	NON-MINORITY 2	ROW TOTAL
1	0.0	21435.66		21435.66
NEW ENGLAND	0	6		6
2	23684.29	25826.89		25673.84
NEW YORK NEW JER	1	13		14
3	0.0	27810.41		27810.41
MID EASTERN	0	6		6
4	22992.98	29565.44		28234.94
MID ATLANTIC	2	8		10
5	18446.60	27768.05		26436.41
KENT-OHIO-MICH	1	6		7
6	18681.33	29239.33		28359.30
SOUTHEASTERN	1	11		12
7	19901.96	24231.15		23837.58
MIDWEST	1	10		11
8	0.0	25289.75		25289.75
MIDCONTINENTAL	0	10		10
9	0.0	33384.15		33384.15
SOUTH CENTRAL	0	7		7
10	0.0	29023.52		29023.52
PACIFIC NORTH	0	2		2
11	0.0	26856.33		26856.33
PACIFIC SOUTH	0	11		11
12	0.0	25524.86		25524.86
CANADA	0	11		11
COLUMN TOTAL	21089.99	26922.49		26595.43
	6	101		107

LAMDA (ASYMMETRIC) = 0.01075 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.01010
GAMMA = 0.35273

C

REGION BY MINORITY MINORITY CODE
CONTROLLING FOR..
ADMPSP ADMINISTRATIVE RESPONSIBILITY ADMINISTRATOR
VARIABLE AVERAGED... SALARYW SALARY WEIGHTED BY REGION & BENEFITS

REGION	MINORITY MEAN COUNT	MINORITY 1	NON MINORITY 2	ROW TOTAL
1	0.0	21571.12		21571.12
NEW ENGLAND	0	6		6
2	25382.29	27069.93		26986.51
NEW YORK NEW JER	1	13		14
3	0.0	28195.41		28195.41
MID EASTERN	0	6		6
4	22488.25	29559.27		28945.05
MID ATLANTIC	2	8		10
5	18077.67	27531.45		26180.90
KENT-OHIO-MICH	1	6		7
6	18681.33	29228.71		28349.76
SOUTHEASTERN	1	11		12
7	20299.98	25018.32		24589.38
MIDWEST	1	10		11
8	0.0	25406.87		25406.87
MIDCONTINENTAL	0	10		10
9	0.0	32502.92		32502.92
SOUTH CENTRAL	0	7		7
10	0.0	28880.35		28880.35
PACIFIC NORTH	0	2		2
11	0.0	26910.28		26910.28
PACIFIC SOUTH	0	11		11
12	0.0	25034.53		25034.53
CANADA	0	11		11
COLUMN TOTAL	21229.57	27075.34		26747.53
	6	101		107

LAMDA (ASYMMETRIC) = 0.01075 WITH REGION DEPENDENT.
LAMDA (SYMMETRIC) = 0.01010
GAMMA = 0.35273

Table 14 — DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY UNION IS THERE AN UNION FOR LIBRARIANS?

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15720.7031	5834.6211	**********	(872)
UNION	0		**********	15685.7656	5810.4609	**********	(862)
UNION	1	YES	**********	18775.2031	7366.2773	**********	(10)

TOTAL CASES = 878
MISSING CASES = 6 OR 0.7 PCT.

Table 15 — DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY TENURE DO LIBRARIANS GET TENURE?

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15701.0000	5777.8789	**********	(866)
TENURE	0		**********	15526.5937	5434.0664	**********	(515)
TENURE	1	YES	**********	15958.0750	6247.3281	**********	(351)

TOTAL CASES = 878
MISSING CASES = 12 OR 1.4 PCT.

Table 16 — DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY FACTITLE DO LIBRARIANS HAVE FACULTY TITLES?

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15722.2656	5785.3047	**********	(857)
FACTITLE	0		**********	15674.3320	5647.8789	**********	(593)
FACTITLE	1	YES	**********	15829.9336	6092.3750	**********	(264)

TOTAL CASES = 878
MISSING CASES = 21 OR 2.4 PCT.

Table 16.5

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY REPORT WHO DOES LIBRARY ADMIN. REPORT TO?

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15777.9883	5854.5664	**********	(859)
REPORT	1	UNIVERSITY LIBRARIAN	**********	16476.7578	5273.6648	**********	(218)
REPORT	2	MEDICAL DEAN,VP	**********	15565.2305	6136.3203	**********	(523)
REPORT	3	OTHER	**********	15430.0078	5527.0391	**********	(118)

TOTAL CASES = 878
MISSING CASES = 19 OR 2.2 PCT.

Table 17

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY REPORT WHO DOES LIBRARY ADMIN. REPORT TO?

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	14179.7187	3590.6480	**********	(749)
REPORT	1	UNIVERSITY LIBRARIAN	**********	15020.2227	3354.2981	**********	(187)
REPORT	2	MEDICAL DEAN,VP	**********	13812.9141	3646.3525	**********	(456)
REPORT	3	OTHER	**********	14274.8945	3526.6707	**********	(106)

TOTAL CASES = 767
MISSING CASES = 18 OR 2.3 PCT.

87

87 A

Table 18

A

REPORT WHO DOES LIBRARY ADMIN, REPORT TO? BY REGION

VARIABLE AVERAGED... SALARY BASIC SALARY

REPORT	MEAN COUNT	REGION 1 NEW ENGL AND	2 NEW YORK NEW JER	3 MID-EAST PEN	4 MID-ATLA NTIC	5 KENT-OHI O-HIGH	6 SOUTHEAS TERN	7 MIDWEST	8 MIDCONTI NENTAL	9 SOUTH CE NTRAL	10 PACIFIC NORTH	11 PACIFIC SOUTH	12 CANADA	ROW TOTAL
	*	14903.12	14581.55	0.0	14129.36	14475.73	0.0	14992.52	11407.50	0.0	13612.69	15986.14	17791.25	15272.46
UNIVERSITY LIBRA		8	20	0	11	11	0	23	12	0	14	56	32	187
	2	13837.68	15449.87	13533.96	14306.06	12663.50	13091.36	13465.89	13795.29	13055.70	15327.27	16073.58	14187.50	13898.23
MEDICAL DRGN,VP		25	55	30	60	30	66	63	38	08	9	24	4	456
	3	12799.57	0.0	13916.66	0.0	14112.50	12052.29	13774.00	13642.71	15042.61	0.0	10050.00	0.0	13864.83
OTHER		7	0	6	0	16	17	10	7	01	0	2	0	106
COLUMN TOTAL		13604.10	15218.32	13597.75	14281.85	13370.36	12878.54	13863.74	13240.52	14014.09	14283.56	15866.95	17390.83	14236.60
		40	75	36	75	61	83	96	57	05	23	82	36	749

B

REPORT WHO DOES LIBRARY ADMIN, REPORT TO? BY REGION

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

REPORT	MEAN COUNT	REGION 1 NEW ENGL AND	2 NEW YORK NEW JER	3 MID-EAST PEN	4 MID-ATLA NTIC	5 KENT-OHI O-HIGH	6 SOUTHEAS TERN	7 MIDWEST	8 MIDCONTI NENTAL	9 SOUTH CE NTRAL	10 PACIFIC NORTH	11 PACIFIC SOUTH	12 CANADA	ROW TOTAL
	*	12938.62	12790.80	0.0	13957.24	14223.37	0.0	14610.68	11882.79	0.0	13305.70	16159.86	17273.02	14933.04
UNIVERSITY LIBRA		8	20	0	11	11	0	23	12	0	14	56	32	187
	2	12902.69	13622.31	13495.90	14381.98	12897.57	14365.23	13166.31	12893.04	14290.89	15076.66	15279.03	13774.27	13747.77
MEDICAL DRGN,VP		25	55	30	60	30	66	63	38	08	9	24	4	456
	3	10704.45	0.0	13643.78	0.0	14255.02	13244.25	13483.43	14211.14	16576.66	0.0	8237.70	0.0	14532.60
OTHER		7	0	6	0	16	17	10	7	01	0	2	0	106
COLUMN TOTAL		12035.29	13400.58	13520.55	14319.68	13492.70	14135.62	13545.38	12842.23	15393.43	14003.47	15708.83	16088.27	14150.76
		80	75	36	75	61	83	96	57	05	23	82	36	749

Table 18

C

REPORT WHO DOES LIBRARY ADMIN, REPORT TO? BY REGION

VARIABLE AVERAGED... SALARY SALARY WEIGHTED BY REGION & BENEFITS

	REGION											
MEAN / COUNT	NEW ENGL AND	NEW YORK NEW JRS	MID-EAST ERN	MID-ATLA NTIC	ENST-CNT O-MIGN	SOUTHEAS TERN	MIDWEST	MIDCONTI NENTAL	SOUTH CE NTRAL	PACIFIC NORTH	PACIFIC SOUTH	CANADA	ROW TOTAL
REPORT	1	2	3	4	5	6	7	8	9	10	11	12	
UNIVERSITY LIBRA	13397.40	13698.46	0.0	13462.94	14026.09	0.0	14019.93	11381.30	0.0	13212.24	16437.50	16930.79	15020.52
	8	20	0	11	11	0	23	12	0	14	56	32	187
MEDICAL DRSM,VP	12350.86	14313.29	13567.62	14308.47	12737.87	14299.23	13873.32	12812.37	13806.32	15036.66	15252.62	13421.72	13813.34
	25	55	30	64	34	66	63	38	48	9	24	4	456
OTHER	10719.06	0.0	14325.96	0.0	14255.02	13356.37	13939.28	13642.70	15768.82	0.0	7825.82	0.0	14275.07
	7	0	6	0	16	17	10	7	41	0	2	0	106
COLUMN TOTAL	12234.61	14148.27	13698.81	14252.72	13360.11	14105.70	13868.43	12613.08	14752.93	13922.23	15880.66	16540.89	14180.08
	40	75	36	75	61	83	96	57	85	23	82	36	749

Table 19

A

B

C

Table 20

A

[illegible] WHO DOES LIBRARY ADMIN. REPORT TO? BY LIBRARS

[illegible] SALARY BASIC SALARY

LIBRARS

[illegible] CODE	1 TO 5	6 TO 12	13 UP	ROW TOTAL
1	13980.35	15733.75	16977.47	15272.46
	39	903	64	787
2	12697.15	13858.75	14898.52	13929.20
	39	277	133	449
3	11282.93	13258.97	15151.48	13864.83
	35	87	50	106
COLUMN TOTAL	12777.88	14256.05	16777.72	14253.69
	78	421	247	742

B

[illegible] WHO DOES LIBRARY ADMIN. REPORT TO? BY LIBRARS

[illegible] SALARYB SALARY WEIGHTED BY REGION ONLY

LIBRARS

[illegible] CODE	1 TO 5	6 TO 12	13 UP	ROW TOTAL
1	13594.81	15502.43	16438.63	14932.96
	20	903	64	787
2	12442.78	14121.62	13571.31	13784.12
	39	277	133	449
3	10534.39	14219.53	15968.25	14532.60
	35	87	50	106
COLUMN TOTAL	12193.77	14868.97	16284.25	14180.58
	78	421	247	742

C

[illegible] WHO DOES LIBRARY ADMIN. REPORT TO? BY LIBRARS

[illegible] SALARYB SALARY WEIGHTED BY REGION & BENEFITS

LIBRARS

[illegible] CODE	1 TO 5	6 TO 12	13 UP	ROW TOTAL
1	13308.87	15535.39	16727.46	15020.41
	20	903	64	787
2	12039.09	14197.77	13623.01	13840.02
	39	277	133	449
3	10888.29	13780.08	15817.08	14275.07
	35	87	50	106
COLUMN TOTAL	12067.77	14488.38	16353.31	14199.65
	78	421	247	742

[illegible] = 0.0 WITH REPORT DEPENDENT.

[illegible] = 0.00866

[illegible] = 0.06259

[illegible] OF MISSING OBSERVATIONS = 35

Table 21

A

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARY BASIC SALARY
BROKEN DOWN BY SEX

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15810.2539	5796.8711	**********	(869)
SEX	1	MALE	**********	18899.9780	7872.8160	**********	(217)
SEX	2	FEMALE	**********	14781.9492	4468.5391	**********	(652)

B

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYB SALARY WEIGHTED BY REGION ONLY
BROKEN DOWN BY SEX

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15681.2266	5801.2266	**********	(869)
SEX	1	MALE	**********	18686.2187	8047.0508	**********	(217)
SEX	2	FEMALE	**********	14681.0977	4401.7148	**********	(652)

C

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYC SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY SEX

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15719.2578	5843.6562	**********	(869)
SEX	1	MALE	**********	18700.4687	8034.2266	**********	(217)
SEX	2	FEMALE	**********	14727.0430	4496.5430	**********	(652)

TOTAL CASES = 878
MISSING CASES = 9 OR 1.0 PCT.

Table 22

A

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE: SALARY BASIC SALARY
BROKEN DOWN BY: MINORITY MINORITY CODE

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15876.6094	5882.7383	**********	(821)
MINORITY	1	MINORITY	**********	15211.3047	6520.1445	**********	(72)
MINORITY	2	NON-MINORITY	**********	15940.5625	5995.9727	**********	(749)

B

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE: SALWTD SALARY WEIGHTED BY REGION ONLY
BROKEN DOWN BY: MINORITY MINORITY CODE

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15750.0977	5877.7695	**********	(821)
MINORITY	1	MINORITY	**********	14865.0664	6157.9922	**********	(72)
MINORITY	2	NON-MINORITY	**********	15835.1758	6012.4883	**********	(749)

C

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE: SALWTW SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY: MINORITY MINORITY CODE

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15792.3906	5928.8984	**********	(821)
MINORITY	1	MINORITY	**********	14887.5937	6313.7930	**********	(72)
MINORITY	2	NON-MINORITY	**********	15879.3672	6056.6328	**********	(749)

TOTAL CASES = 878
MISSING CASES = 57 OR 6.5 PCT.

Table 23

B

CROSS---BREAKDOWN OF
BY EXPYRAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN
CONTROLLING FOR..
ADMPRSP ADMINISTRATIVE RESPONSIBILITY VALUE.. 0
VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

SEX	MEAN COUNT	EXPYRAT ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 OR	ROW TOTAL
		0	1	2	3	4	5	6	7	8	9	
MALE		10640.97	11564.34	12344.09	12872.87	18557.43	19437.67	0.0	16053.92	35307.76	16787.87	13346.32
		8	27	28	9	9	4	0	2	1	1	89
FEMALE		10792.11	11390.87	12501.65	13416.48	14001.65	15601.54	16730.18	15570.43	17392.26	19472.91	13076.70
		22	101	125	58	47	26	13	10	5	5	412
COLUMN TOTAL		10751.80	11427.46	12472.82	13343.46	15405.26	16113.02	16730.18	15651.01	20378.18	19025.39	13124.69
		30	128	153	67	56	30	13	12	6	6	501

C

CROSS---BREAKDOWN OF
BY EXPYRAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN
CONTROLLING FOR..
ADMPRSP ADMINISTRATIVE RESPONSIBILITY VALUE.. 0
VARIABLE AVERAGED... SALARYW SALARY WEIGHTED BY REGION & BENEFITS

SEX	MEAN COUNT	EXPYRAT ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 OR	ROW TOTAL
		0	1	2	3	4	5	6	7	8	9	
MALE		10589.41	11505.98	12571.13	12767.84	18310.50	18947.05	0.0	16486.82	33542.37	16787.87	13327.67
		8	27	28	9	9	4	0	2	1	1	89
FEMALE		10889.61	11303.45	12527.37	13392.66	14909.17	15530.51	16944.52	15597.86	18141.65	19471.37	13089.24
		22	101	125	58	47	26	13	10	5	5	412
COLUMN TOTAL		10809.56	11386.07	12535.37	13308.73	15455.81	15986.05	16944.52	15745.88	20708.43	19025.78	13131.60
		30	128	153	67	56	30	13	12	6	6	501

Table 24

B

CROSS-BREAKDOWN OF SEPTYEAR TOTAL YEARS AS PROFESSIONAL LIBRARIAN BY ADMINISTRATIVE RESPONSIBILITY

CONTROLLING FOR.. ADMRESP ADMINISTRATIVE RESPONSIBILITY VALUE.. 1 DEPARTMENT HEAD

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

SEX	MEAN COUNT	SEPTYEAR ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 UP	ROW TOTAL
		0	1	2	3	4	5	6	7	8	9	
MALE	1	0.0	13724.90	14460.81	14846.89	14772.21	16253.80	19057.22	17019.41	0.0	14298.24	15139.57
		0	5	7	11	6	4	3	1	0	1	38
FEMALE	2	10027.16	11791.91	13882.50	14627.50	16134.91	15881.44	17805.71	16681.59	17290.55	17135.81	14814.55
		4	12	31	34	25	12	2	4	8	5	137
COLUMN TOTAL		10027.16	12360.48	13989.83	14681.12	15871.16	15974.53	18556.61	16749.15	17290.55	16662.87	14885.92
		4	17	38	45	31	16	5	5	8	6	175

C

CROSS-BREAKDOWN OF SEPTYEAR TOTAL YEARS AS PROFESSIONAL LIBRARIAN BY ADMINISTRATIVE RESPONSIBILITY

CONTROLLING FOR.. ADMRESP ADMINISTRATIVE RESPONSIBILITY VALUE.. 1 DEPARTMENT HEAD

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION & BENEFITS

SEX	MEAN COUNT	SEPTYEAR ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 UP	ROW TOTAL
		0	1	2	3	4	5	6	7	8	9	
MALE	1	0.0	13369.66	14499.02	15295.93	15168.91	16267.69	19243.64	17019.41	0.0	15013.14	15327.88
		0	5	7	11	6	4	3	1	0	1	38
FEMALE	2	9991.85	11676.30	13872.86	14777.34	16086.16	16207.01	17805.71	16685.66	17386.16	17868.16	14890.44
		4	12	31	34	25	12	2	4	8	5	137
COLUMN TOTAL		9991.85	12174.35	13988.21	14904.11	15908.63	16222.18	18668.66	16752.80	17386.16	17392.32	14985.34
		4	17	38	45	31	16	5	5	8	6	175

Table 25

B

CROSS-BREAKDOWN OF SEX BY BIPTYRAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..
ADMPOSP ADMINISTRATIVE RESPONSIBILITY VALUE.. 2 ASSISTANT DIRECTOR

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

SEX	MEAN / COUNT	BIPTYRAT ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 OR	ROW TOTAL
		0	1	2	3	4	5	6	7	8	9	
1		0.0	11867.96	15906.04	20753.69	20830.16	21852.43	25662.85	0.0	21176.47	0.0	19201.00
MALE		0	1	8	2	6	1	3	0	1	0	22
2		23529.41	16393.08	16557.05	17907.49	18709.73	17653.37	17922.03	17148.15	21152.76	19726.19	18160.36
FEMALE		1	2	9	14	14	8	3	2	3	4	60
COLUMN TOTAL		23529.41	16618.04	16250.69	18263.27	19225.86	18119.93	21792.44	17148.15	21158.69	19726.19	18439.58
		1	3	17	16	20	9	6	2	4	4	82

C

CROSS-BREAKDOWN OF SEX BY BIPTYRAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..
ADMPOSP ADMINISTRATIVE RESPONSIBILITY VALUE.. 2 ASSISTANT DIRECTOR

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION & BENEFITS

SEX	MEAN / COUNT	BIPTYRAT ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 OR	ROW TOTAL
		0	1	2	3	4	5	6	7	8	9	
1		0.0	11067.96	15439.35	20852.75	20823.84	21196.85	25026.44	0.0	21599.98	0.0	18896.79
MALE		0	1	8	2	6	1	3	0	1	0	22
2		23529.41	16939.29	16240.94	17888.25	18983.11	18360.91	17703.69	16577.55	20657.33	19920.48	18228.36
FEMALE		1	2	9	14	14	8	3	2	3	4	60
COLUMN TOTAL		23529.41	14982.18	15858.31	18138.81	19415.33	18676.00	21362.06	16577.55	20892.98	19920.48	18484.74
		1	3	17	16	20	9	6	2	4	4	82

Table 26

B

CROSS-BREAKDOWN OF BY EDTYRAI TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR.. ADMNREP ADMINISTRATIVE RESPONSIBILITY VALUE.. 3 ADMINISTRATOR

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY PAGE 1 OF 1

SEX	EDTYRAI	1 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 UP	ROW TOTAL
1		20033.78	21726.77	26861.23	27082.29	28362.74	29641.50	31703.01	26881.55	27491.73
MALE		3	5	20	8	13	6	11	2	68
2		16722.93	19807.22	23524.85	25048.66	23501.34	23332.41	25631.52	27267.12	24779.07
FEMALE		1	2	5	10	7	4	4	10	43
COLUMN TOTAL		19206.86	21178.33	26193.95	26361.30	26661.25	27117.86	30085.01	27069.51	26440.88
		4	7	25	18	20	10	15	12	111

C

CROSS-BREAKDOWN OF BY EDTYRAI TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR.. ADMNREP ADMINISTRATIVE RESPONSIBILITY VALUE.. 3 ADMINISTRATOR

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION & BENEFITS PAGE 1 OF 1

SEX	EDTYRAI	1 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 UP	ROW TOTAL
1		21206.63	21174.86	27091.85	27598.37	28827.65	28735.77	32018.25	26335.78	27555.28
MALE		3	5	20	8	13	6	11	2	68
2		17726.38	22232.15	23202.77	26211.55	23610.16	22942.66	26548.03	28052.66	25025.11
FEMALE		1	2	5	10	7	4	4	10	43
COLUMN TOTAL		20336.39	21476.98	26394.83	26827.91	26489.48	26418.52	30026.20	27766.51	26575.13
		4	7	25	18	20	10	15	12	111

Table 27

B

CROSS---BREAKDOWN OF MINORITY MINORITY CODE BY EXPYRAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY VALUE.. 0

VARIABLE AVERAGED... SALBYB SALARY WEIGHTED BY REGION ONLY

MINORITY	EXPYRAT MEAN COUNT	ZERO 0	1 - 2 1	3 - 5 2	6 - 8 3	9 - 12 4	13 - 16 5	17 - 20 6	21 - 24 7	25 - 29 8	30 OR 9	ROW TOTAL
1 MINORITY		8362.39	11258.33	12185.29	12811.29	15780.75	18224.27	17645.27	0.0	0.0	0.0	13184.58
		2	8	14	5	3	5	6	0	0	0	43
2 NON MINORITY		10940.46	11465.87	12478.11	13487.71	15383.78	16954.78	15932.54	15651.01	20251.47	19719.37	13121.93
		26	113	133	56	50	22	5	12	5	5	427
COLUMN TOTAL		10763.78	11452.14	12446.81	13432.27	15368.51	16449.13	16866.75	15651.01	20251.47	19719.37	13123.27
		28	121	147	61	53	27	11	12	5	5	470

C

CROSS---BREAKDOWN OF MINORITY MINORITY CODE BY EXPYRAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY VALUE.. 0

VARIABLE AVERAGED... SALBYW SALARY WEIGHTED BY REGION & BENEFITS

MINORITY	EXPYRAT MEAN COUNT	ZERO 0	1 - 2 1	3 - 5 2	6 - 8 3	9 - 12 4	13 - 16 5	17 - 20 6	21 - 24 7	25 - 29 8	30 OR 9	ROW TOTAL
1 MINORITY		8258.22	10988.30	12137.02	12759.39	15281.66	18175.15	17766.66	0.0	0.0	0.0	13057.27
		2	8	14	5	3	5	6	0	0	0	43
2 NON MINORITY		11023.42	11398.16	12537.74	13421.62	15414.23	16789.36	16465.88	15745.88	20647.80	19875.40	13132.79
		26	113	133	56	50	22	5	12	5	5	427
COLUMN TOTAL		10825.62	11371.05	12499.58	13367.34	15406.72	16305.25	17176.31	15745.88	20647.80	19875.40	13125.87
		28	121	147	61	53	27	11	12	5	5	470

Table 28

B

CROSS-BREAKDOWN OF MINORITY MINORITY CODE BY EXPYRAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR.. ADMINISTRATIVE RESPONSIBILITY VALUE.. 1 DEPARTMENT HEAD

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

MINORITY	MEAN COUNT	EXPYRAT: ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 UP	ROW TOTAL
		0	1	2	3	4	5	6	7	8	9	
MINORITY	1	0.0	12285.86	14614.52	14899.45	14872.22	16050.38	17890.89	18556.70	16738.45	0.0	14990.88
		0	2	2	3	4	3	1	1	1	0	17
NON-MINORITY	2	10027.16	12229.79	13827.68	14694.10	16039.32	16178.23	18723.05	16297.28	17047.02	16662.87	14893.23
		4	13	28	42	28	14	4	4	5	6	148
COLUMN TOTAL		10027.16	12231.93	13860.14	14681.12	15793.43	16149.08	18556.61	16749.15	16995.59	16662.87	14903.29
		4	15	30	45	32	17	5	5	6	6	165

C

CROSS-BREAKDOWN OF MINORITY MINORITY CODE BY EXPYRAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR.. ADMINISTRATIVE RESPONSIBILITY VALUE.. 1 DEPARTMENT HEAD

VARIABLE AVERAGED... SALARYW SALARY WEIGHTED BY REGION & BENEFITS

MINORITY	MEAN COUNT	EXPYRAT: ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 UP	ROW TOTAL
		0	1	2	3	4	5	6	7	8	9	
MINORITY	1	0.0	12504.93	15099.37	13969.32	14673.50	16338.84	18785.42	18742.25	16738.45	0.0	15240.76
		0	2	2	3	4	3	1	1	1	0	17
NON-MINORITY	2	9991.85	11925.76	13843.32	14970.87	15994.90	16391.45	18639.22	16254.96	17126.60	17392.32	14988.45
		4	13	28	42	28	14	4	4	5	6	148
COLUMN TOTAL		9991.85	12002.98	13927.05	14904.10	15829.73	16382.16	18668.45	16752.41	17061.91	17392.32	15018.84
		4	15	30	45	32	17	5	5	6	6	165

Table 29

B

CROSS-BREAKDOWN OF MINORITY MINORITY CODE BY RIPTYRA1 TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..
ROWRESP ADMINISTRATIVE RESPONSIBILITY VALUE.. 2 ASSISTANT DIRECTOR

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

MAIN COUNT	RIPTYRA1	0	1	2	3	4	5	6	7	8	9	ROW TOTAL
MINORITY	1	9.0	0.0	19791.65	16013.16	21186.39	0.0	24561.40	0.0	0.0	0.0	20614.22
		0	0	1	1	3	0	1	0	0	0	6
NON-MINORITY	2	23529.41	14618.04	16083.05	18413.27	18812.26	18119.93	21238.64	17148.15	21158.69	20833.45	18283.93
		1	3	15	15	16	9	5	2	4	3	73
COLUMN TOTAL		23529.41	14618.04	16277.34	18263.26	19178.48	18119.93	23792.43	17148.15	21158.69	20833.45	18460.90
		1	3	16	16	19	9	6	2	4	3	79

C

CROSS-BREAKDOWN OF MINORITY MINORITY CODE BY RIPTYRA1 TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..
ROWRESP ADMINISTRATIVE RESPONSIBILITY VALUE.. 2 ASSISTANT DIRECTOR

VARIABLE AVERAGED... SALARYW SALARY WEIGHTED BY REGION & BENEFITS

MAIN COUNT	RIPTYRA1	0	1	2	3	4	5	6	7	8	9	ROW TOTAL
MINORITY	1	0.0	0.0	18999.98	16173.27	21331.76	0.0	24867.00	0.0	0.0	0.0	20662.57
		0	0	1	1	3	0	1	0	0	0	6
NON-MINORITY	2	23529.41	14982.18	15741.55	18269.85	19086.84	18676.00	20673.07	16577.55	20892.98	20809.88	18265.20
		1	3	15	15	16	9	5	2	4	3	73
COLUMN TOTAL		23529.41	14982.18	15945.20	18138.81	19373.93	18676.00	21362.05	16577.55	20892.98	20809.88	18447.28
		1	3	16	16	19	9	6	2	4	3	79

Table 30

C

CROSS-BREAKDOWN OF MINORITY MINORITY CODE BY RIPTYRA1 TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY VALUE.. 3 ADMINISTRATOR

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION & BENEFITS PAGE 1 OF 1

MEAN / COUNT / RIPTYRA1	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 UP	ROW TOTAL
MINORITY 2	0.0	17750.95	18379.49	25342.09	29774.58	0.0	0.0	0.0	21229.50
	0	2	2	1	1	0	0	0	6
NON MINORITY 3	20336.39	21760.19	27449.05	27138.61	26308.07	26298.35	30026.20	27766.50	27073.36
	4	4	22	16	19	9	15	12	101
COLUMN TOTAL	20336.39	21757.10	26693.25	27032.93	26481.40	26298.35	30026.20	27766.50	26747.56
	4	6	24	17	20	9	15	12	107

B

CROSS-BREAKDOWN OF MINORITY MINORITY CODE BY RIPTYRA1 TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..
ADMRESP ADMINISTRATIVE RESPONSIBILITY VALUE.. 3 ADMINISTRATOR

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY PAGE 1 OF 1

MEAN / COUNT / RIPTYRA1	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 UP	ROW TOTAL
MINORITY 2	0.0	18124.05	18563.96	23688.21	25479.80	0.0	0.0	0.0	21089.99
	0	2	2	1	1	0	0	0	6
NON MINORITY 3	19206.06	22950.05	27340.11	26786.85	26512.90	26735.89	30085.01	27069.52	26922.50
	4	4	22	16	19	9	15	12	101
COLUMN TOTAL	19206.06	21341.37	26606.76	26604.34	26461.25	26735.89	30085.01	27069.52	26595.44
	4	6	24	17	20	9	15	12	107

Table 31

A

BY MINORITY MINORITY CODE

MINORITY RESPONSIBILITY VALUE.. 9

SALARY BASIC SALARY

MINORITY	NON-MINO RITY	ROW TOTAL
[illegible]	$3648.60	$3565.35	$3568.29
	5	79	84
2	$3391.32	$3995.36	$3119.96
	37	348	385
COLUMN TOTAL	$3387.66	$3982.39	$3200.26
	42	427	469

B

BY MINORITY MINORITY CODE

MINORITY RESPONSIBILITY VALUE.. 0

SALARY$ SALARY WEIGHTED BY REGION ONLY

MINORITY	NON-MINO RITY	ROW TOTAL
[illegible]	$3759.63	$3409.66	$3394.77
	5	79	84
2	$3082.99	$3055.39	$3058.04
	37	348	385
COLUMN TOTAL	$3097.04	$3720.94	$3718.35
	42	427	469

C

BY MINORITY MINORITY CODE

MINORITY RESPONSIBILITY VALUE.. 0

SALARY$ SALARY WEIGHTED BY REGION & BENEFITS

MINORITY	NON-MINO RITY	ROW TOTAL
[illegible]	$2786.63	$3420.95	$3388.57
	5	79	84
2	$3016.59	$3066.16	$3061.39
	37	348	385
COLUMN TOTAL	$2984.37	$3732.54	$3719.27
	42	427	469

Table 32

A

C R O S S---B R E A K D O W N O F * * * * * * * * * *
BY MINORITY MINORITY CODE

VALUE.. 1 DEPARTMENT HEAD

VARIABLE AVERAGED... SALARY BASIC SALARY

	MINORITY		
	1	2	ROW TOTAL
1	17118.00	15256.68	15513.68
	5	31	36
2	18835.56	18913.14	14871.77
	11	116	127
COLUMN TOTAL	15273.81	14985.15	15013.69
	16	147	163

B

C R O S S---B R E A K D O W N O F * * * * * * * * * *
BY MINORITY MINORITY CODE

VALUE.. 1 DEPARTMENT HEAD

VARIABLE AVERAGED... SALARY$ SALARY WEIGHTED BY REGION ONLY

	MINORITY		
	1	2	ROW TOTAL
1	15158.57	14997.30	15159.98
	5	31	36
2	18609.66	14820.36	14810.53
	11	116	127
COLUMN TOTAL	15091.32	14985.59	14887.75
	16	147	163

C

C R O S S---B R E A K D O W N O F * * * * * * * * * *
BY MINORITY MINORITY CODE

VALUE.. 1 DEPARTMENT HEAD

VARIABLE AVERAGED... SALARY$ SALARY WEIGHTED BY REGION & BENEFITS

	MINORITY		
	1	2	ROW TOTAL
1	15253.68	15258.98	15353.95
	5	31	36
2	18969.79	18895.27	14899.98
	11	116	127
COLUMN TOTAL	15196.93	14961.60	15008.21
	16	147	163

Table 33

A

* C R O S S - T A B U L A T I O N S O F * * * * * * * * * * *
BY MINORITY MINORITY CODE
CONTROLLING FOR..
MANAGERIAL RESPONSIBILITY VALUE.. 2 ASSISTANT DIRECTOR
* *
VARIABLE AVERAGED... SALARY BASIC SALARY
* *

SEX	MINORITY	NON-MINO RITY	ROW TOTAL
	1	2	
1	22265.66	18781.83	19265.23
	3	18	21
2	22085.98	17991.87	18100.94
	3	55	58
COLUMN TOTAL	21775.33	18176.79	18836.33
	6	73	79

B

* C R O S S - T A B U L A T I O N S O F * * * * * * * * * * *
BY MINORITY MINORITY CODE
CONTROLLING FOR..
MANAGERIAL RESPONSIBILITY VALUE.. 2 ASSISTANT DIRECTOR
* *
VARIABLE AVERAGED... SALARY SALARY WEIGHTED BY REGION ONLY
* *

SEX	MINORITY	NON-MINO RITY	ROW TOTAL
	1	2	
1	22035.98	18916.05	19361.79
	3	18	21
2	19992.86	18077.06	18136.76
	3	55	58
COLUMN TOTAL	20614.22	18283.93	18469.97
	6	73	79

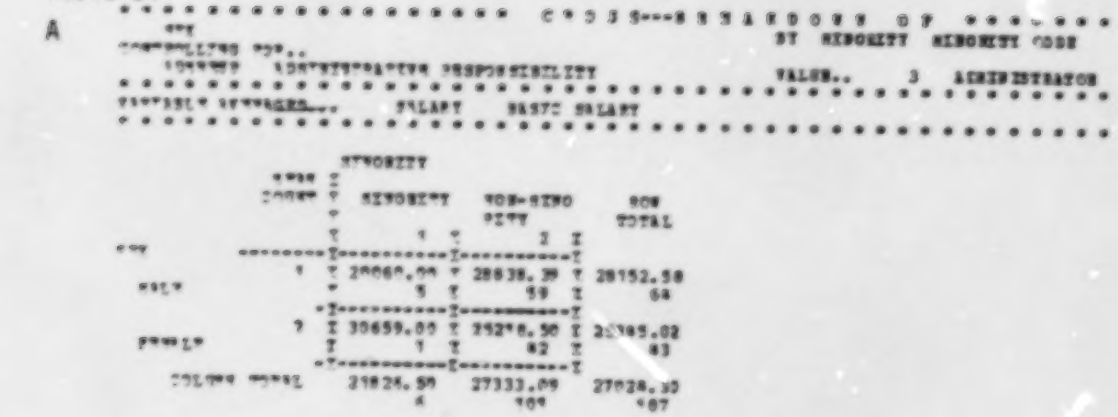
C

* C R O S S - T A B U L A T I O N S O F * * * * * * * * * * *
BY MINORITY MINORITY CODE
CONTROLLING FOR..
MANAGERIAL RESPONSIBILITY VALUE.. 2 ASSISTANT DIRECTOR
* *
VARIABLE AVERAGED... SALARY SALARY WEIGHTED BY REGION & BENEFITS
* *

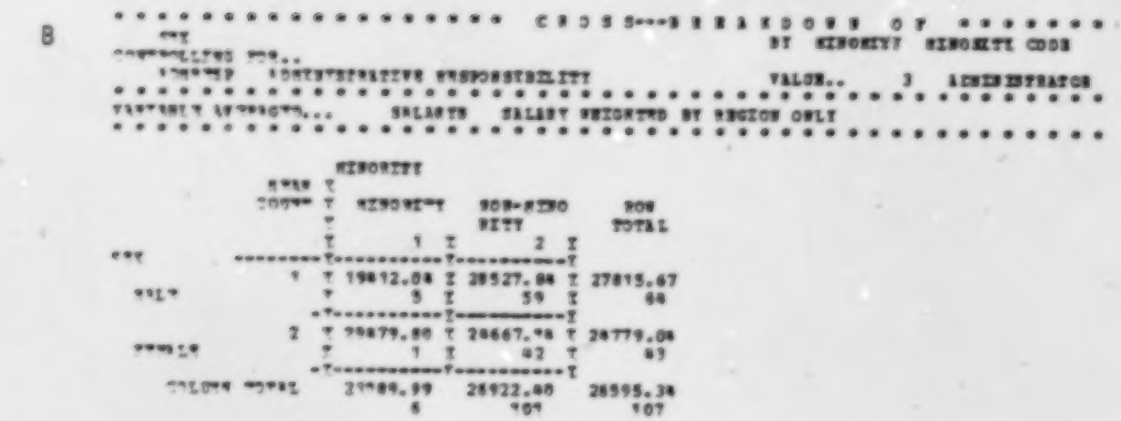
SEX	MINORITY	NON-MINO RITY	ROW TOTAL
	1	2	
1	21859.96	18653.78	19110.91
	3	18	21
2	19879.99	17938.08	18207.03
	3	55	58
COLUMN TOTAL	20662.58	18265.22	18867.29
	6	73	79

Table 34

A



B



C

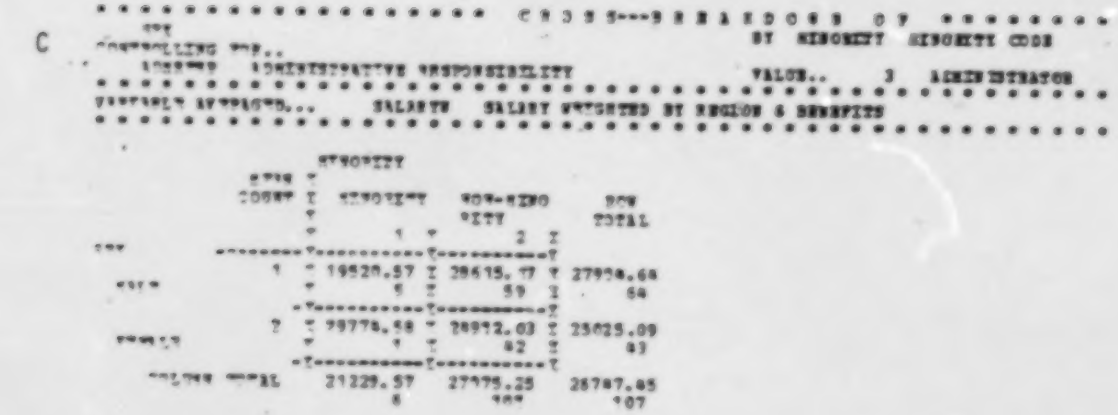


Table 35

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYB — SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY RESPAREA — SPECIFIC AREA OF RESPONSIBILITY

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
			**********	15720.8906	5835.5088	**********	(872)
FOR ENTIRE POPULATION			**********	19675.3867	7102.7305	**********	(330)
RESPAREA	0		**********	12905.5391	2481.0032	**********	(28)
RESPAREA	1	CIRCULATION	**********	13335.6328	3239.9131	**********	(244)
RESPAREA	2	REFERENCE	**********	13286.9492	2575.4770	**********	(102)
RESPAREA	3	CATALOGING	**********	13976.7617	2686.2769	**********	(67)
RESPAREA	4	ACQUISITIONS	**********	12668.9414	2229.1243	**********	(35)
RESPAREA	5	AUDIO-VISUALS	**********	17102.3437	5888.7031	**********	(6)
RESPAREA	6	SYSTEMS	**********	12625.2870	1932.8969	**********	(19)
RESPAREA	7	INTERLIBRARY LOANS	**********	12737.4883	2436.4809	**********	(40)
RESPAREA	8	RENTALS	**********	13940.1367	3466.2256	**********	(21)
RESPAREA	9	HISTORY,ARCHIVES					

TOTAL CASES = 878
MISSING CASES = 6 OR 0.7 PCT.

Table 36

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYB — SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY GENAREA — GENERAL AREA OF RESPONSIBILITY

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
			**********	15720.7734	5835.9297	**********	(872)
FOR ENTIRE POPULATION			**********	19815.0156	7609.8238	**********	(278)
GENAREA	0		**********	13719.3867	3446.2297	**********	(346)
GENAREA	1	PUBLIC SERVICE	**********	13922.6250	3306.8728	**********	(248)
GENAREA	2	TECHNICAL SERVICE					

TOTAL CASES = 878
MISSING CASES = 6 OR 0.7 PCT.

Table 37

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY EXPTYR87 TOTAL YEARS AS PROFESSIONAL LIBRARIAN

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15720.9570	5835.8672	**********	(872)
EXPTYR87	0	ZERO	**********	11079.5234	2842.1632	**********	(35)
EXPTYR87	1	1 - 2	**********	11516.7812	1699.2598	**********	(148)
EXPTYR87	2	3 - 5	**********	13240.8750	2392.9050	**********	(212)
EXPTYR87	3	6 - 8	**********	14836.2422	3430.4817	**********	(135)
EXPTYR87	4	9 - 12	**********	18181.8985	5762.4961	**********	(133)
EXPTYR87	5	13 - 16	**********	19041.2812	5976.5195	**********	(74)
EXPTYR87	6	17 - 20	**********	21945.3164	7158.8633	**********	(45)
EXPTYR87	7	21 - 24	**********	19656.9844	6412.6133	**********	(29)
EXPTYR87	8	25 - 29	**********	24160.7344	8250.6719	**********	(33)
EXPTYR87	9	30 UP	**********	22549.5820	7115.3828	**********	(28)

TOTAL CASES = 878
MISSING CASES = 6 OR 0.7 PCT.

Table 38

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY LEVELT AN ORDERED COMPOSITE OF FIVE LEVELS

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	16689.1797	6669.8984	**********	(483)
LEVELT	1	ALL LEVELS EQ 1	42035.7461	10508.9336	984.7043	**********	(4)
LEVELT	2	ALL LEVELS EQ 1-2	**********	12130.4453	2306.4431	**********	(105)
LEVELT	3	ALL LEVELS EQ 2	**********	12325.3711	2045.1606	**********	(44)
LEVELT	4	ALL LEVELS EQ 2-3	**********	13587.8125	2479.7261	**********	(118)
LEVELT	5	ALL LEVELS EQ 3	**********	16706.4922	2363.5686	**********	(11)
LEVELT	6	ALL LEVELS EQ 3-4	**********	20186.8555	6399.0703	**********	(149)
LEVELT	7	ALL LEVELS EQ 4	**********	27027.6133	6542.2656	**********	(52)

TOTAL CASES = 878
MISSING CASES = 395 OR 45.0 PCT.

Table 39

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY TRAININ1 COMPOSITE TRAINING SCORE

VARIABLE	CODE	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION		**********	15682.9844	5865.2383	**********	(856)
TRAINTN1	0	51384.5117	12836.1250	1467.1804	**********	(4)
TRAINTN1	1	**********	14355.8047	4589.3047	**********	(83)
TRAINTN1	2	**********	14756.9570	5224.2344	**********	(399)
TRAINTN1	3	**********	16581.1016	6369.3242	**********	(246)
TRAINTN1	4	**********	17378.4609	6903.2969	**********	(78)
TRAINTN1	5	**********	17903.6914	5667.8477	**********	(29)
TRAINTN1	6	**********	19727.2734	10306.7734	**********	(7)
TRAINTN1	7	**********	20153.6992	5484.4141	**********	(10)

TOTAL CASES = 878
MISSING CASES = 22 OR 2.5 PCT.

Table 40

DESCRIPTION OF SUBPOPULATIONS

CRITERION VARIABLE SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BROKEN DOWN BY SUPERV AMOUNT OF SUPERVISION

VARIABLE	CODE	VALUE LABEL	SUM	MEAN	STD DEV	VARIANCE	N
FOR ENTIRE POPULATION			**********	15705.0078	5856.6758	**********	(863)
SUPERV	1		**********	13065.0830	3794.2322	**********	(156)
SUPERV	2		**********	13029.5078	2635.7698	**********	(352)
SUPERV	3		**********	16182.0742	3579.1074	**********	(188)
SUPERV	4		**********	23480.1172	7263.5273	**********	(167)

TOTAL CASES = 878
MISSING CASES = 15 OR 1.7 PCT.

Table 41

B

* C R O S S---B R E A K D O W N O F * * * * * * * * * * * * * * * * * * *

RESPSPEC SPECIFIC AREA OF RESPONSIBILITY BY EXPTYRAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..

ADMPRSP ADMINISTRATIVE RESPONSIBILITY VALUE.. 0

* *

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

* *

RESPSPEC	RESP COUNT	EXPTYRAT: ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 UP	ROW TOTAL
		0	1	2	3	4	5	6	7	8	9	
	0	10648.53	11776.45	12873.05	13066.32	17280.07	15969.58	17512.89	18220.87	23659.37	17864.96	14265.01
		6	16	25	13	15	8	3	2	3	2	93
	1	9339.62	11309.71	12215.11	12741.11	0.0	15441.17	21011.65	0.0	15872.52	0.0	12907.20
CIRCULATION		1	5	2	4	0	1	1	0	1	0	15
	2	10098.40	11472.00	12592.27	13743.04	14570.20	17788.06	15769.67	12960.67	17709.21	19804.38	12908.72
REFERENCE		13	57	65	31	18	8	3	3	2	1	201
	3	11257.30	11270.04	11507.94	12934.66	13924.31	12862.53	15381.06	15263.92	0.0	15555.55	12437.95
CATALOGING		2	20	18	9	7	3	5	3	0	1	68
	4	11555.11	10623.59	12803.65	13288.35	14113.51	16502.66	14646.45	17405.86	0.0	10807.69	13401.51
ACQUISITIONS		2	2	13	1	6	2	1	2	0	1	30
	5	12358.60	12338.37	12318.92	11525.42	10825.24	0.0	0.0	0.0	0.0	0.0	12219.82
AUDIO-VISUALS		5	8	12	2	1	0	0	0	0	0	28
	6	0.0	0.0	14320.39	0.0	16310.49	21161.01	0.0	0.0	0.0	0.0	17263.96
SYSTEMS		0	0	2	0	2	2	0	0	0	0	6
	7	0.0	11451.47	12076.08	14648.65	14142.85	13034.06	0.0	0.0	0.0	0.0	12858.16
INTERLIBRARY LOA		0	4	7	2	1	1	0	0	0	0	15
	8	11666.66	10645.44	11750.38	13064.76	15440.68	14800.85	0.0	15759.80	0.0	0.0	12653.89
SERIALS		1	9	6	4	4	4	0	1	0	0	29
	9	0.0	10982.00	12858.09	12844.04	15863.68	11736.26	20432.31	16125.27	0.0	12258.90	13448.88
HISTORY, ARCHIVES		0	7	3	1	2	1	1	1	0	1	17
COLUMN TOTAL		10751.81	11427.48	12472.93	13383.46	15805.26	16111.02	16631.66	15651.02	20378.16	19025.38	13729.08
		30	128	153	67	56	30	14	12	6	6	502

Table 41

C

* * * \

Table 42

B

* * * \

Table 42

C

* C R O S S---B R E A K D O W N O F *

PREPARED SPECIFIC AREA OF RESPONSIBILITY BY RIPIYRAI TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..

PRNTYSP RIPIYRSPRATYVN RESPONSIBILITY VALUE.. 1 DEPARTMENT HEAD

* * * * * * * * * * * * * * * * * * * \

Table 43

B

* * * \

Table 43

C

* C R O S S---S E C T I O N A L B R E A K D O W N O F *

RESPPRPA SPECIFIC AREA OF RESPONSIBILITY BY LEVELT AS ORDERED COMPOSITE OF FIVE LEVELS

CONTROLLING FOR..

ADMPRSP ADMINISTRATIVE RESPONSIBILITY VALUE.. 0

* *

VARIABLE AVERAGED... SALARYU SALARY WEIGHTED BY REGION & BENEFITS

* PAGE 1 OF 1

	LEVELT							
	MEAN COUNT	ALL LEVELS EQ 1	ALL LEVELS EQ 1-	ALL LEVELS EQ 2	ALL LEVELS EQ 2-	ALL LEVELS EQ 3	ALL LEVELS EQ 3-	ALL LEVELS EQ 4	ROW TOTAL
		1	2	3	4	5	6	7	
RESPAREA									
0	0.0	13572.90	10802.63	13672.50	15374.06	16926.62	24773.37		15166.85
	0	8	6	13	3	12	7		44
1	0.0	10912.87	11543.00	14092.09	0.0	15656.84	0.0		12982.50
CIRCULATION	0	2	2	1	0	2	0		7
2	9090.90	12029.02	12792.82	13215.08	12884.20	15095.51	0.0		12659.01
PREPPRCH	1	45	16	40	1	3	0		106
3	10981.61	12099.44	10950.25	12371.04	0.0	0.0	0.0		12005.41
CATALOGING	3	24	2	8	0	0	0		37
4	0.0	12926.45	12292.60	13271.67	0.0	10769.23	0.0		12949.01
ACQUISITIONS	0	3	1	9	0	1	0		14
5	0.0	13379.32	0.0	11764.82	0.0	11637.33	0.0		12104.70
AUDIO-VISUALS	0	1	0	1	0	2	0		4
6	0.0	14077.67	0.0	10526.31	0.0	0.0	0.0		12301.99
SYSTEMS	0	1	0	1	0	0	0		2
7	0.0	12408.33	11733.43	12856.30	0.0	0.0	0.0		12197.34
INTERLIBRARY LOA	0	3	1	3	0	0	0		9
8	0.0	10831.90	12216.12	11104.81	0.0	0.0	0.0		11266.37
SERIALS	0	8	4	2	0	0	0		14
9	0.0	10118.47	10947.37	10194.17	0.0	0.0	0.0		10342.62
HISTORY, ARCHIVES	0	2	1	1	0	0	0		4
COLUMN TOTAL	10508.93	12 087.06	12851.16	13049.33	17211.39	15688.17	24773.37		12891.68
	4	97	35	79	3	20	3		241

Table 44

β

CROSS-BREAKDOWN OF
RESPONDENTS SPECIFIC AREA OF RESPONSIBILITY BY LEVELY AN ORDERED COMPOSITE OF FIVE LEVELS
CONTROLLED FOR..
RESPONDENTS PERSPECTIVE RESPONSIBILITY VALUE.. 1 DEPARTMENT HEAD
WEIGHTED BY...SALARYB SALARY WEIGHTED BY REGION ONLY
PAGE 1 OF 1

	LEVELP					
RPAR COUNT	ALL LEVE LS NO 1-	ALL LEVE LS NO 2	ALL LEVE LS NO 2-	ALL LEVE LS NO 3	ALL LEVE LS NO 3-	ROW TOTAL
	1	3	4	5	6	
0	0.0	0.0	13791.54	17303.92	15808.77	15363.55
	0	0	7	2	16	25
1	11324.78	11759.50	12699.28	0.0	14285.71	12488.24
CIRCULATION	2	1	6	0	1	10
2	15248.47	14075.15	15215.46	18296.86	15657.43	15424.65
APPROACH	1	3	8	1	13	26
3	13874.23	13995.30	16951.17	15347.22	16778.78	15522.37
CATALOGING	2	3	4	2	2	13
4	12115.38	0.0	13663.73	0.0	16389.57	15308.91
ACQUISITIONS	1	0	2	0	6	9
5	0.0	0.0	11183.33	0.0	15037.87	13753.82
AUDIO-VISUALS	0	0	1	0	2	3
7	0.0	10101.00	15107.06	0.0	0.0	12604.83
THERAPY LOS	0	1	1	0	0	2
8	9166.66	0.0	14986.95	13106.79	0.0	12628.13
SERIALS	1	0	1	1	0	3
9	0.0	0.0	16286.56	0.0	0.0	16286.56
HISTORY,ARCHIVES	0	0	2	0	0	2
COLUMN TOTAL	12818.36	13257.98	14482.46	16117.64	15818.57	14981.92
	7	8	32	6	40	93

Table 44

C

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* * * * * * * * * * * * * * * * * * *  C R O S S---B R E A K D O W N  O F  * * * * * * * * * * * * * * * * * * *
   PRSPARSA  SPECIFIC AREA OF RESPONSIBILITY              BY  LEVELT    AN ORDERED COMPOSITE OF FIVE LEVELS
CONTROLLING POP..
   ADMRESP   ADMINISTRATIVE RESPONSIBILITY                VALUE..     1   DEPARTMENT HEAD
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *
VARYING P AVERAGED...     SALARYW   SALARY WEIGHTED BY REGION & BENEFITS
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * PAGE  1 OF  1
```

	MEAN COUNT	LEVELT ALL LEVS LS EQ 1-	ALL LEVS LS EQ 2	ALL LEVS LS EQ 2+	ALL LEVS LS EQ 3	ALL LEVS LS EQ 3-	ROW TOTAL
		2	3	4	5	6	
PRSPARSA							
	0	0.0	0.0	13726.23	17391.41	16110.98	15548.24
		0	0	7	2	16	25
	1	11987.80	11398.96	12600.21	0.0	13999.99	12309.41
CIRCULATION		2	1	6	0	1	10
	2	15800.95	14255.11	15278.75	17564.99	15803.04	15515.41
SUPERVISOR		1	3	8	1	13	26
	3	13950.67	13948.15	16966.39	15794.13	16778.70	15596.66
CATALOGING		2	3	4	2	2	13
	4	11873.07	0.0	13794.17	0.0	16896.81	15649.14
ACQUISITIONS		1	0	2	0	6	9
	5	0.0	0.0	11966.16	0.0	15285.12	14178.88
AUDIO-VISUALS		0	0	1	0	2	3
	7	0.0	14101.00	15258.12	0.0	0.0	12679.56
[illegible]		0	1	1	0	0	2
	8	8708.32	0.0	14986.95	13166.79	0.0	12267.36
STAFFS		1	0	1	1	0	3
	9	0.0	0.0	16530.43	0.0	0.0	16530.43
HISTORY,ARCHIVES		0	0	2	0	0	2
COLUMN TOTAL		12282.46	13263.71	14520.02	16173.80	16069.69	15016.75
		7	8	32	6	40	93

Table 45 B

C R O S S---B R E A K D O W N O F

GENERAL AREA OF RESPONSIBILITY BY EIPTYRAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..

DEPARTMENTAL RESPONSIBILITY VALUE.. 0

VARIABLE AVERAGED... SALARYB SALARY WEIGHTED BY REGION ONLY

	EIPTYRAT										
ROW COUNT	ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 UP	ROW TOTAL
0	12161.57	11848.72	12723.67	13127.75	17010.89	15499.21	17512.89	17940.08	23659.37	15098.94	13998.32
	6	22	33	10	14	9	3	2	3	1	105
1	10221.61	11511.73	12561.33	13570.46	14856.28	17077.96	17080.16	12960.67	17096.98	19804.38	12860.29
PUBLIC SERVICE	17	68	81	42	20	10	4	3	3	1	249
2	10831.98	11032.87	12077.22	12851.66	15246.20	15738.00	15997.71	16150.01	0.0	11181.62	12958.75
TECHNICAL SERVICE	7	38	39	15	22	11	7	7	0	2	148
COLUMN TOTAL	10751.89	11427.88	12472.94	13343.46	15905.26	16113.02	16631.66	15651.02	20378.18	19025.39	13129.09
	30	128	153	67	56	30	14	12	6	6	502

C

C R O S S---B R E A K D O W N O F

GENERAL AREA OF RESPONSIBILITY BY EIPTYRAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..

DEPARTMENTAL RESPONSIBILITY VALUE.. 0

VARIABLE AVERAGED... SALARYW SALARY WEIGHTED BY REGION & BENEFITS

	EIPTYRAT										
ROW COUNT	ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 UP	ROW TOTAL
0	12719.62	11756.22	12739.48	13010.92	16976.97	15371.72	18001.68	18433.95	24223.87	16158.34	14033.62
	6	22	33	10	14	9	3	2	3	1	105
1	10291.97	11429.91	12629.58	13554.98	14680.45	16829.00	17117.39	12919.50	17193.02	19797.39	12866.98
PUBLIC SERVICE	17	68	81	42	20	10	4	3	3	1	249
2	10687.95	10959.30	12167.51	12817.78	15192.68	15722.37	16271.25	16189.20	0.0	12738.69	12957.19
TECHNICAL SERVICE	7	38	39	15	22	11	7	7	0	2	148
COLUMN TOTAL	10809.56	11386.22	12535.50	13308.73	15955.81	15986.05	16885.52	15745.89	20708.45	19025.79	13137.60
	30	128	153	67	56	30	14	12	6	6	502

112

Table 46

B

```
* * * * * * * * * * * * * * * * * * *   C R O S S---B R E A K D O W N   O F   * * * * * * * * * * * * * * * * * * *
    GROUPS   GENERAL AREA OF RESPONSIBILITY                BY  EIGHTHAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN
CONTROLLING FOR..
    FORMCD   ADMINISTRATIVE RESPONSIBILITY                 VALUE..     1   DEPARTMENT HEAD
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *
VARIABLE AVERAGED...     SALARYB   SALARY WEIGHTED BY REGION ONLY
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

                    *EIGHTHAT
                ROW
               COUNT  ZERO      1 - 2      3 - 5      6 - 8      9 - 12     13 - 16    17 - 20    21 - 24    25 - 29    30 UP       ROW
                                                                                                                              TOTAL
                       0          1          2          3          4          5          6          7          8          9
GROUPS     ---------+----------+----------+----------+----------+----------+----------+----------+----------+----------+----------+----------
         0       0.0  15274.72  14056.17  16280.59  15937.89  18350.12      0.0      0.0  18350.00      0.0  95856.55
                   0          1         10          2          2          3          0          0          1          0         19
         1       0.0  14732.70  14080.25  14552.52  15882.93  16940.46  18498.04  16762.67  17982.65  17812.85  15056.75
                   0          3         19         26         13          5          1          3          2          3         75
         2   10027.16  12289.92  13729.87  14689.68  15707.99  16975.75  18571.27  16728.89  16801.73  15993.33  98630.00
                   0         13          9         17         17          9          4          2          5          3         83
    COLUMN TOTAL     10027.16  12360.88  13989.08  14681.12  15793.83  16149.08  18556.61  16749.15  17290.55  15662.88  98899.56
                     0         17         38         45         32         17          5          5          8          6        177
```

C

```
* * * * * * * * * * * * * * * * * * *   C R O S S---B R E A K D O W N   O F   * * * * * * * * * * * * * * * * * * *
    GROUPS   GENERAL AREA OF RESPONSIBILITY                BY  EIGHTHAT TOTAL YEARS AS PROFESSIONAL LIBRARIAN
CONTROLLING FOR..
    FORMCD   ADMINISTRATIVE RESPONSIBILITY                 VALUE..     1   DEPARTMENT HEAD
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *
VARIABLE AVERAGED...     SALARYB   SALARY WEIGHTED BY REGION & BENEFITS
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

                    *EIGHTHAT
                ROW
               COUNT  ZERO      1 - 2      3 - 5      6 - 8      9 - 12     13 - 16    17 - 20    21 - 24    25 - 29    30 UP       ROW
                                                                                                                              TOTAL
                       0          1          2          3          4          5          6          7          8          9
GROUPS     ---------+----------+----------+----------+----------+----------+----------+----------+----------+----------+----------+----------
         0       0.0  13899.99  14335.10  16527.84  15710.24  18460.82      0.0      0.0  18717.85      0.0  95569.89
                   0          1         10          2          2          3          0          0          1          0         19
         1       0.0  13538.57  13937.93  14724.32  15655.00  17141.17  18498.04  16706.25  18407.01  19397.18  15091.05
                   0          3         19         26         13          5          1          3          2          1         75
         2   9991.85  12189.25  13708.84  14988.05  15977.40  15267.62  18711.06  16821.67  16711.48  16877.89  98784.30
                   0         13          9         17         17          9          4          2          5          1         83
    COLUMN TOTAL     9991.85  12178.35  13908.21  14908.11  15829.73  16382.17  18668.85  16752.41  17386.16  17392.11  98998.65
                     0         17         38         45         32         17          5          5          8          6        177
```

Table 47

B

* C R O S S---B R E A K D O W N O F * * * * * * * * * * * * * * * * * * *

GENERAL AREA OF RESPONSIBILITY BY BIPYEAR TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..

ADMINISTRATIVE RESPONSIBILITY VALUE.. 2 ASSISTANT DIRECTOR

VARIABLE SUMMARIZED... SALARYB SALARY WEIGHTED BY REGION ONLY

	BIPYEAR										
MEAN / COUNT /	ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 OR	ROW TOTAL
0	23529.41 / 1	11867.96 / 3	15721.23 / 9	19768.88 / 6	19901.07 / 15	17896.32 / 5	19633.11 / 4	0.0 / 0	21000.89 / 2	17875.73 / 1	18620.29 / 88
PUBLIC SERVICE 1	0.0 / 0	16393.08 / 2	17318.59 / 7	17666.85 / 5	19614.78 / 3	21927.26 / 1	22222.21 / 1	0.0 / 0	21765.68 / 1	18788.69 / 2	18765.82 / 21
TECHNICAL SERVICE 2	0.0 / 0	0.0 / 0	13540.61 / 1	17058.23 / 5	15390.58 / 3	17890.20 / 3	29999.99 / 1	17148.15 / 2	20859.33 / 1	25139.89 / 2	18186.83 / 17
COLUMN TOTAL	23529.41 / 1	14618.04 / 3	16250.69 / 17	18263.28 / 16	19225.86 / 20	18119.94 / 9	21792.43 / 6	17148.15 / 2	21158.69 / 4	19776.19 / 4	18439.58 / 82

C

* C R O S S---B R E A K D O W N O F * * * * * * * * * * * * * * * * * * *

GENERAL AREA OF RESPONSIBILITY BY BIPYEAR TOTAL YEARS AS PROFESSIONAL LIBRARIAN

CONTROLLING FOR..

ADMINISTRATIVE RESPONSIBILITY VALUE.. 2 ASSISTANT DIRECTOR

VARIABLE SUMMARIZED... SALARYB SALARY WEIGHTED BY REGION & BENEFITS

	BIPYEAR										
MEAN / COUNT /	ZERO	1 - 2	3 - 5	6 - 8	9 - 12	13 - 16	17 - 20	21 - 24	25 - 29	30 OR	ROW TOTAL
0	23529.41 / 1	11967.96 / 3	15902.26 / 9	19978.77 / 6	20032.64 / 15	18433.01 / 5	19307.00 / 4	0.0 / 0	20799.98 / 2	17126.21 / 1	18659.52 / 88
PUBLIC SERVICE 1	0.0 / 0	16939.29 / 2	16972.08 / 7	17161.81 / 5	15423.57 / 3	22148.51 / 1	22488.41 / 1	0.0 / 0	21112.67 / 1	18607.96 / 2	18707.53 / 21
TECHNICAL SERVICE 2	0.0 / 0	0.0 / 0	12998.99 / 1	16907.89 / 5	16323.35 / 3	17924.19 / 3	28499.99 / 1	16577.55 / 2	20859.33 / 1	25139.89 / 2	18125.59 / 17
COLUMN TOTAL	23529.41 / 1	14987.98 / 3	15858.31 / 17	18138.82 / 16	19415.33 / 20	18676.01 / 9	21362.05 / 6	16577.55 / 2	20892.98 / 4	19020.68 / 4	18808.75 / 82

Table 48

B

* C R O S S---B R E A K D O W N O F *

GENERAL AREA OF RESPONSIBILITY BY LEVELT AN ORDERED COMPOSITE OF FIVE LEVELS

CONTROLLING FOR..

ADMINISTRATIVE RESPONSIBILITY VALUE.. 0

* * * * * * * * * * * * * * * * * * * \

Table 49

B

CROSS---BREAKDOWN OF
GENERAL LEVEL OF RESPONSIBILITY BY LEVELT AS ORDERED COMPOSITE OF FIVE LEVELS
CONTROLLING FOR..
SUPERVISORY RESPONSIBILITY VALUE.. 1 DEPARTMENT HEAD
VARIABLE APPEARS... SALARYB SALARY WEIGHTED BY REGION ONLY
PAGE 1 OF 1

REGION / COUNT	ALL LEVE LS EQ 1- 2	ALL LEVE LS EQ 2 3	ALL LEVE LS EQ 2- 4	ALL LEVE LS EQ 3 5	ALL LEVE LS EQ 3- 6	ROW TOTAL
GENERA						
0	0.0	0.0	10012.68	17107.00	16126.06	15167.52
	0	0	5	1	4	10
1	12632.68	13090.28	10194.56	17898.43	15757.64	14926.63
PUBLIC SERVICE	3	4	37	2	23	69
2	12257.62	13029.72	15206.79	14600.41	15831.77	14788.22
PSYCHIATRIC SERVIC	4	4	10	3	13	34
COLUMN TOTAL	12498.36	13157.98	14882.46	16117.64	15819.57	14901.92
	7	8	32	6	40	93

C

CROSS---BREAKDOWN OF
GENERAL LEVEL OF RESPONSIBILITY BY LEVELT AS ORDERED COMPOSITE OF FIVE LEVELS
CONTROLLING FOR..
SUPERVISORY RESPONSIBILITY VALUE.. 1 DEPARTMENT HEAD
VARIABLE APPEARS... SALARYB SALARY WEIGHTED BY REGION & BENEFITS
PAGE 1 OF 1

REGION / COUNT	ALL LEVE LS EQ 1- 2	ALL LEVE LS EQ 2 3	ALL LEVE LS EQ 2- 4	ALL LEVE LS EQ 3 5	ALL LEVE LS EQ 3- 6	ROW TOTAL
GENERA						
0	0.0	0.0	10014.90	17107.00	16301.44	15456.80
	0	0	5	1	4	10
1	12498.32	13581.07	10123.89	17619.98	15913.45	14959.48
PUBLIC SERVICE	3	4	37	2	23	69
2	12230.58	12986.36	15245.97	14898.35	16262.49	14976.84
PSYCHIATRIC SERVIC	4	4	10	3	13	34
COLUMN TOTAL	12293.46	13261.71	14520.02	16173.80	16069.69	15016.74
	7	8	32	6	40	93

Table 30

B

```
* * * * * * * * * * * * * * * * * * * * CROSS---REFERENCE OF * * * * * * * * * * * * * * * * * * * *
   GENERAL AREA OF RESPONSIBILITY                BY LEVELT    AN ORDERED COMPOSITE OF FIVE LEVELS
CONTROLLING FOR..
   ASSIGNED ADMINISTRATIVE RESPONSIBILITY                VALUE..    2   ASSISTANT DIRECTOR
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *
DEPENDENT VARIABLE...     SALARYR   SALARY WEIGHTED BY REGION ONLY
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * PAGE  1 OF  1

                  LEVELT
                 MEAN T
                COUNT T  ALL LEVE    ALL LEVE    ALL LEVE    ALL LEVE    ALL LEVE    ALL LEVE      ROW
                     T  LS EQ 1-    LS EQ 2     LS EQ 2-    LS EQ 3     LS EQ 3-    LS EQ 4       TOTAL
                     I        1 T         3 I         4 I         5 I         6 I         7 I
GENERAL ---------T----------I----------I----------I----------I----------I----------I
                1 T      0.0 I      0.0 I 16000.00 I      0.0 I 19492.46 I 19920.89 I 19298.91
                  T        0 T        0 I        1 I        0 I       20 I        2 I       23
                 -T----------I----------I----------I----------I----------I----------I
                  T 18557.02 I      0.0 I 15183.25 I 15868.00 I 19740.03 I 19010.90 I 18468.47
  PUBLIC SERVICE  T        1 T        0 I        3 I        1 I       12 I        2 I       19
                 -T----------I----------I----------I----------I----------I----------I
                2 T      0.0 I 15175.88 I 16339.91 I      0.0 I 18831.99 I      0.0 I 17725.56
  PSYCHIATRIC SERVIC T      0 T        1 I        2 I        0 I        0 I        0 I       11
                 -T----------I----------I----------I----------I----------I----------I
     COLUMN TOTAL    18557.02   15175.88   15351.58   15868.00   19356.64   19065.89   18678.53
                           1          1          6          1         60          4         53
```

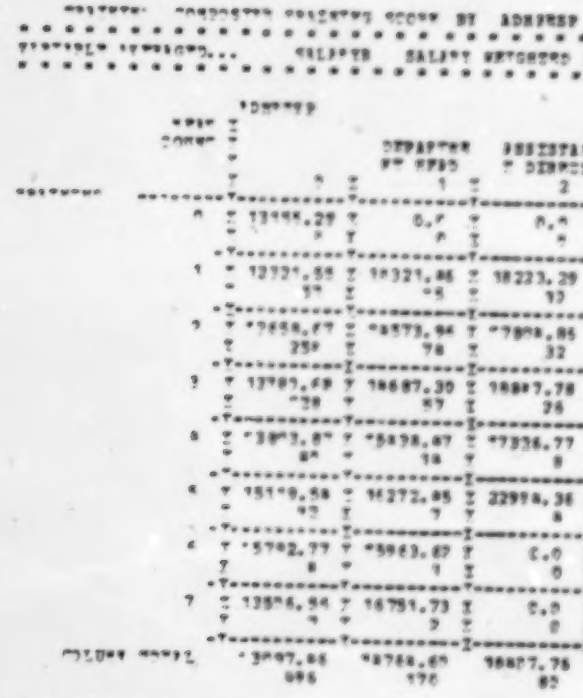
C

```
* * * * * * * * * * * * * * * * * * * * CROSS---REFERENCE OF * * * * * * * * * * * * * * * * * * * *
   GENERAL AREA OF RESPONSIBILITY                BY LEVELT    AN ORDERED COMPOSITE OF FIVE LEVELS
CONTROLLING FOR..
   ASSIGNED ADMINISTRATIVE RESPONSIBILITY                VALUE..    2   ASSISTANT DIRECTOR
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *
DEPENDENT VARIABLE...     SALARYR   SALARY WEIGHTED BY REGION & BENEFITS
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * PAGE  1 OF  1

                  LEVELT
                 MEAN T
                COUNT T  ALL LEVE    ALL LEVE    ALL LEVE    ALL LEVE    ALL LEVE    ALL LEVE      ROW
                     T  LS EQ 1-    LS EQ 2     LS EQ 2-    LS EQ 3     LS EQ 3-    LS EQ 4       TOTAL
                     T        2 T         3 I         4 I         5 I         6 I         7 I
GENERAL ---------T----------I----------I----------I----------I----------I----------I
                1 T      0.0 T      0.0 T 16000.00 T      0.0 I 19144.23 I 20349.29 I 19025.35
                  T        0 I        0 I        1 I        0 I       20 I        2 I       23
                 -T----------I----------I----------I----------I----------I----------I
                1 T 15288.85 T      0.0 T 18928.98 I 15868.00 I 19653.69 I 18796.85 I 18387.56
  PUBLIC SERVICE  T        1 T        0 I        3 I        1 I       12 I        2 I       19
                 -T----------I----------I----------I----------I----------I----------I
                2 T      0.0 T 18876.66 T 16819.96 I      0.0 I 18587.36 I      0.0 I 17814.13
  PSYCHIATRIC SERVIC T      0 T        1 I        3 I        0 I        8 I        0 I       11
                 -T----------I----------I----------I----------I----------I----------I
     COLUMN TOTAL    15288.85   18876.66   15270.14   15868.00   19385.69   19573.06   18545.32
                           1          1          6          1         60          4         53
```

Table 51

B



A

Table 51

C

[illegible] CONDITIONAL EXPECTED SCORE BY ADMRESP ADMINISTRATIVE RESPONSIBILITY

[illegible] SPLIT SALARY WEIGHTED BY REGION & BENEFITS

[illegible]	ADMRESP	DEPARTMENT HEAD	ASSISTANT DIRECT	ADMINIST RATOR	ROW TOTAL
	0	12836.12	0.0	0.0	12836.12
		8	0	0	8
	1	12397.16	18460.57	17666.87	28897.88	16355.87
		52	15	13	6	83
	2	[illegible]2.92	[illegible]97.48	17869.43	26291.05	16737.16
		258	76	32	39	399
	3	13019.35	16815.21	18875.69	27910.23	16581.37
		[illegible]38	97	28	35	246
	4	[illegible]923.78	[illegible]755.57	17671.33	27264.31	17378.56
		[illegible]	18	8	16	78
	5	18986.88	16081.88	22748.87	22716.12	17903.70
		17	7	4	6	29
	6	[illegible]858.37	[illegible]923.25	0.0	30075.25	19727.29
		8	1	0	2	7
	7	13884.88	17115.78	0.0	23402.66	20153.70
		7	2	0	6	10
[illegible]		[illegible]38.77	[illegible]953.85	[illegible]372.99	26674.39	15682.67
		896	777	87	110	856

[illegible] = 0.0 WITH [illegible] DEPENDENT.

[illegible] = 0.00000

[illegible] = 0.25576

[illegible] OF [illegible] OBSERVATIONS = 22

Table 52

A

[illegible] BY GROUPED COMPOSITE OF FIVE LEVELS BY ADDRESP ADMINISTRATIVE RESPONSIBILITY

[illegible] SALARY BASIC SALARY

ADDRESP

[illegible] GROUP		0	1 DEPARTMT HEAD	2 ASSISTAN T DIRECT	3 ADMINIST RATOR	ROW TOTAL
[illegible]	1	10625.00	0.0	0.0	0.0	10625.00
		1	0	0	0	1
	2	[illegible]	9850.57	16595.00	0.0	12944.48
		97	7	1	0	105
	3	12123.58	13137.75	17300.00	0.0	12625.59
		35	8	1	0	44
	4	[illegible]	[illegible]	[illegible]	18500.00	13729.65
		79	32	6	1	118
	5	16599.33	16688.66	15860.00	19235.00	16795.91
		3	6	1	1	11
	6	[illegible]	[illegible]	18976.52	26474.59	20239.68
		20	80	40	49	149
	7	25887.88	0.0	20212.50	28062.46	27284.65
		3	0	4	45	52
[illegible] TOTAL		[illegible]	[illegible]	18484.73	27060.38	16777.98
		281	92	53	96	483

[illegible] (DEPENDENT) = 3.23058 WITH LEVELS DEPENDENT.
[illegible] (DEPENDENT) = 0.26295
[illegible] = 0.84010

B

[illegible] BY GROUPED COMPOSITE OF FIVE LEVELS BY ADDRESP ADMINISTRATIVE RESPONSIBILITY

[illegible] SALARY SALARY WEIGHTED BY REGION ONLY

ADDRESP

[illegible] GROUP		0	1 DEPARTMT HEAD	2 ASSISTAN T DIRECT	3 ADMINIST RATOR	ROW TOTAL
[illegible]	1	[illegible]	0.0	0.0	0.0	10562.98
		1	0	0	0	1
	2	[illegible]	12818.36	16557.02	0.0	12173.68
		97	7	1	0	105
	3	[illegible]	13257.97	15175.44	0.0	12344.89
		35	8	1	0	44
	4	[illegible]	[illegible]	15351.58	16226.07	13609.33
		79	32	6	1	118
	5	[illegible]	[illegible]	15860.00	[illegible]	16566.19
		3	6	1	1	11
	6	[illegible]	[illegible]	19354.58	26074.59	20137.88
		20	80	40	49	149
	7	[illegible]	0.0	[illegible]	27832.31	27049.65
		3	0	4	45	52
[illegible] TOTAL		[illegible]	[illegible]	18678.53	26720.77	16676.02
		287	92	53	96	483

[illegible] (DEPENDENT) = 3.23058 WITH LEVELS DEPENDENT.
[illegible] (DEPENDENT) = 0.26295
[illegible] = 0.84010

Table 52

C

[illegible] AN ORDERED COMPOSITE OF FIVE LEVELS BY ADDRESS ADMINISTRATIVE RESPONSIBILITY

[illegible] SALARY SALARY WEIGHTED BY REGION & BENEFITS

	ADDRESS				
	ROW				
	COUNT	DEPARTMENT HEAD	ASSISTANT DIRECT	ADMINIST RATOR	ROW TOTAL
		0	1	2	3	
LEVELS						
	1	10508.93	0.0	0.0	0.0	10508.93
ALL LEVELS	0	4	0	0	0	4
	2	12087.00	12282.46	15284.85	0.0	12130.47
ALL LEVELS	0	97	7	1	0	105
	3	12751.15	13263.70	14816.66	0.0	12325.37
ALL LEVELS	0	35	8	1	0	44
	4	13049.32	14520.00	15270.13	16228.07	13586.00
ALL LEVELS	0	79	32	6	1	118
	5	17211.31	16173.80	15860.00	19238.98	16706.51
ALL LEVELS	0	3	6	1	1	11
	6	15698.96	16069.68	19785.69	26202.30	20187.19
ALL LEVELS	0	20	47	80	49	149
	7	26777.37	0.0	19573.06	27840.31	27627.65
ALL LEVELS	0	3	0	8	45	52
COLUMN TOTAL		13891.65	15016.78	16545.32	26793.64	16684.34
		281	93	53	96	483

[illegible] = 0.23054 WITH LEVELT DEPENDENT.

[illegible] = 0.26275

[illegible] = 0.96[illegible]

NUMBER OF MISSING OBSERVATIONS = 395

Table 53

```
*** MULTIPLE CLASSIFICATION ANALYSIS ***
        SALARYW  SALARY WEIGHTED BY REGION & BENEFITS
     BY SEX
        ADMRESP  ADMINISTRATIVE RESPONSIBILITY
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

GRAND MEAN = 15719.22

                                                                ADJUSTED FOR
                                                                INDEPENDENTS
                                UNADJUSTED      ADJUSTED FOR    + COVARIATES
VARIABLE + CATEGORY        N    DEV'N  ETA     INDEPENDENTS    DEV'N   BETA
                                                DEV'N   BETA

SEX
    1 MALE                217   2981.11        556.80
    2 FEMALE              652   -992.18       -185.34
                                        0.29            0.06

ADMRESP
    0                     501  -2588.20      -2534.72
    1 DEPARTMENT HEAD     175   -734.18       -710.02
    2 ASSISTANT DIRECTOR   82   2685.40       2671.61
    3 ADMINISTRATOR       111  10855.55      10586.23
                                        0.76            0.74

MULTIPLE R SQUARED                                      0.580
MULTIPLE R                                              0.762
```

Table 54

```
*** MULTIPLE CLASSIFICATION ANALYSIS ***
        SALARYW  SALARY WEIGHTED BY REGION & BENEFITS
     BY MINORITY MINORITY CODE
        ADMRESP  ADMINISTRATIVE RESPONSIBILITY
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

GRAND MEAN = 15792.30

                                                                ADJUSTED FOR
                                                                INDEPENDENTS
                                UNADJUSTED      ADJUSTED FOR    + COVARIATES
VARIABLE + CATEGORY        N    DEV'N  ETA     INDEPENDENTS    DEV'N   BETA
                                                DEV'N   BETA

MINORITY
    1 MINORITY             72   -905.30       -263.60
    2 NON-MINORITY        749     87.02         25.32
                                        0.05            0.01

ADMRESP
    0                     470  -2667.02      -2665.98
    1 DEPARTMENT HEAD     165   -776.19       -773.77
    2 ASSISTANT DIRECTOR   79   2654.80       2651.42
    3 ADMINISTRATOR       107  10958.87      10945.73
                                        0.76            0.76

MULTIPLE R SQUARED                                      0.584
MULTIPLE R                                              0.764
```

Table 55

```
* * *   M U L T I P L E   C L A S S I F I C A T I O N   A N A L Y S I S   * * *
          SALARY4  SALARY WEIGHTED BY REGION & BENEFITS
       BY TRAININ1 COMPOSITE TRAINING SCORE
          ADMRESP  ADMINISTRATIVE RESPONSIBILITY
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

GRAND MEAN = 15682.34

                                                                    ADJUSTED FOR
                                                ADJUSTED FOR        INDEPENDENTS
                                 UNADJUSTED     INDEPENDENTS        + COVARIATES
VARIABLE + CATEGORY          N     DEV'N  ETA   DEV'N  BETA        DEV'N  BETA

TRAININ1
    0                        4  -2877.59       -353.64
    1                       83  -1326.54       -686.86
    2                      399   -925.38       -424.93
    3                      246    898.76        597.15
    4                       78   1696.12        658.59
    5                       29   2221.35        675.27
    6                        7   4044.93       2522.95
    7                       10   4471.36      -1337.04
                                         0.22           0.10

ADMRESP
    0                      496  -2573.39      -2524.94
    1 DEPARTMENT HEAD      170   -829.18       -673.27
    2 ASSISTANT DIRECTOR    80   2689.64       2641.72
    3 ADMINISTRATOR        110  10931.71      10813.25
                                         0.76           0.75

MULTIPLE R SQUARED                                      0.593
MULTIPLE R                                              0.770
```

Table 56

```
* * *   M U L T I P L E   C L A S S I F I C A T I O N   A N A L Y S I S   * * *
          SALARY4  SALARY WEIGHTED BY REGION & BENEFITS
       BY AGE1     NATURAL AGE
          ADMRESP  ADMINISTRATIVE RESPONSIBILITY
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

GRAND MEAN = 15636.32

                                                                    ADJUSTED FOR
                                                ADJUSTED FOR        INDEPENDENTS
                                 UNADJUSTED     INDEPENDENTS        + COVARIATES
VARIABLE + CATEGORY          N     DEV'N  ETA   DEV'N  BETA        DEV'N  BETA

AGE1
    1 20 - 24               26  -4433.02      -2533.41
    2 25 - 29              231  -3542.16      -1759.18
    3 30 - 34              147   -668.05       -332.64
    4 35 - 39               94   1207.02        532.24
    5 40 - 44               60   3666.60       1882.11
    6 45 - 49               79   2045.90        864.74
    7 50 - 54               62   3711.25       1866.32
    8 55 - 59               53   3673.30       1801.85
    9 60 - 64               28   2446.59       1725.81
   10 65 UP                  6   7222.03       5050.83
                                         0.51           0.26

ADMRESP
    0                      451  -2597.38      -2175.15
    1 DEPARTMENT HEAD      162   -636.13       -743.47
    2 ASSISTANT DIRECTOR    73   2843.75       2167.13
    3 ADMINISTRATOR        100  10668.79       9431.99
                                         0.76           0.66

MULTIPLE R SQUARED                                      0.631
MULTIPLE R                                              0.795
```

Table 57

```
*** MULTIPLE CLASSIFICATION ANALYSIS ***
        SALARY  SALARY WEIGHTED BY REGION & BENEFITS
    BY  EXPTYEAR TOTAL YEARS AS PROFESSIONAL LIBRARIAN
        ADMRESP  ADMINISTRATIVE RESPONSIBILITY
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

GRAND MEAN = 15720.70

VARIABLE + CATEGORY                  N    UNADJUSTED      ADJUSTED FOR      ADJUSTED FOR
                                          DEV'N   ETA     INDEPENDENTS      INDEPENDENTS
                                                          DEV'N   BETA      + COVARIATES
                                                                            DEV'N   BETA
EXPTYEAR
   0 ZERO
   1 1 - 2                           35  -4647.74        -3014.52
   2 3 - 5                          148  -4205.91        -2542.33
   3 6 - 8                          212  -2511.82        -1319.01
   4 9 - 12                         135   -884.85         -302.95
   5 13 - 16                        133   2461.20         1593.34
   6 17 - 20                         74   3320.59         1996.46
   7 21 - 24                         45   4224.62         2873.93
   8 25 - 29                         29   3936.29         1803.93
   9 30 UP                           33   6840.04         4920.71
                                     28   6628.89         3521.43
                                              0.64                0.36
ADMRESP
   0
   1 DEPARTMENT HEAD                502  -2583.72        -1834.17
   2 ASSISTANT DIRECTOR             177   -722.36        -1003.64
   3 ADMINISTRATOR                   82   2683.93         1872.37
                                    111  10854.08         8512.05
                                              0.76                0.59
MULTIPLE R SQUARED
MULTIPLE R                                                  0.676
                                                            0.822
```

Table 58

```
*** MULTIPLE CLASSIFICATION ANALYSIS ***
        SALARY  SALARY WEIGHTED BY REGION & BENEFITS
    BY  EXPCYEAR YEARS AT PRESENT LIBRARY
        ADMRESP  ADMINISTRATIVE RESPONSIBILITY
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

GRAND MEAN = 15720.70

VARIABLE + CATEGORY                  N    UNADJUSTED      ADJUSTED FOR      ADJUSTED FOR
                                          DEV'N   ETA     INDEPENDENTS      INDEPENDENTS
                                                          DEV'N   BETA      + COVARIATES
                                                                            DEV'N   BETA
EXPCYEAR
   0 ZERO
   1 1 - 2                           80  -3368.56        -1808.53
   2 3 - 5                          256  -2478.20        -1318.93
   3 6 - 8                          239     17.27          171.37
   4 9 - 12                         120   1684.01         1366.93
   5 13 - 16                         86   3745.05         1724.07
   6 17 - 20                         48   3435.72         1074.07
   7 21 - 24                         15   4600.33         1243.75
   8 25 - 29                         13   5949.96          549.88
   9 30 UP                            6  10196.80         8563.39
                                      6   2647.62          311.20
                                              0.85                0.24
ADMRESP
   0
   1 DEPARTMENT HEAD                502  -2583.72        -2279.93
   2 ASSISTANT DIRECTOR             177   -722.36         -836.21
   3 ADMINISTRATOR                   82   2683.93         2056.14
                                    111  10854.08        10125.23
                                              0.76                0.70
MULTIPLE R SQUARED
MULTIPLE R                                                  0.632
                                                            0.795
```

Table 59

*** MULTIPLE CLASSIFICATION ANALYSIS ***

SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BY LEVELT AN ORDERED COMPOSITE OF FIVE LEVELS
ADMRESP ADMINISTRATIVE RESPONSIBILITY

GRAND MEAN = 16683.92

VARIABLE + CATEGORY	N	UNADJUSTED DEV'N	UNADJUSTED ETA	ADJUSTED FOR INDEPENDENTS DEV'N	ADJUSTED FOR INDEPENDENTS BETA	ADJUSTED FOR INDEPENDENTS + COVARIATES DEV'N	ADJUSTED FOR INDEPENDENTS + COVARIATES BETA
LEVELT							
1 ALL LEVELS EQ 1	4	-6207.17		-3903.80			
2 ALL LEVELS EQ 1-2	105	-4553.47		-2313.89			
3 ALL LEVELS EQ 2	44	-4358.55		-2220.86			
4 ALL LEVELS EQ 2-3	118	-3096.11		-1166.63			
5 ALL LEVELS EQ 3	11	22.57		899.45			
6 ALL LEVELS EQ 3-4	149	3502.94		1789.24			
7 ALL LEVELS EQ 4	52	10343.70		8181.78			
			0.74		0.33		
ADMRESP							
0	281	-3792.97		-2303.70			
1 DEPARTMENT HEAD	93	-1667.30		-1728.30			
2 ASSISTANT DIRECTOR	53	1861.40		396.05			
3 ADMINISTRATOR	96	10109.49		7238.77			
			0.80		0.55		
MULTIPLE R SQUARED					0.685		
MULTIPLE R					0.827		

Table 60

*** MULTIPLE CLASSIFICATION ANALYSIS ***

SALARYW SALARY WEIGHTED BY REGION & BENEFITS
BY ADMRESP ADMINISTRATIVE RESPONSIBILITY
SUPERV AMOUNT OF SUPERVISION

GRAND MEAN = 15744.85

VARIABLE + CATEGORY	N	UNADJUSTED DEV'N	UNADJUSTED ETA	ADJUSTED FOR INDEPENDENTS DEV'N	ADJUSTED FOR INDEPENDENTS BETA	ADJUSTED FOR INDEPENDENTS + COVARIATES DEV'N	ADJUSTED FOR INDEPENDENTS + COVARIATES BETA
ADMRESP							
0	494	-2612.81		-1760.39			
1 DEPARTMENT HEAD	176	-735.71		-903.19			
2 ASSISTANT DIRECTOR	82	2659.73		1351.73			
3 ADMINISTRATOR	111	10829.68		6257.90			
			0.76		0.56		
SUPERV							
1	156	-2680.50		-1157.06			
2	352	-2715.38		-1197.29			
3	188	437.18		669.50			
4	167	7735.23		2850.68			
			0.59		0.27		
MULTIPLE R SQUARED					0.609		
MULTIPLE R					0.780		

Table 61

* * * MULTIPLE CLASSIFICATION ANALYSIS * * *

SALARY SALARY WEIGHTED BY REGION & BENEFITS

BY REGION REPORT WHO DOES LIBRARY ADMIN. REPORT TO?

GRAND MEAN = 15777.90

VARIABLE + CATEGORY	N	UNADJUSTED DEV'N	UNADJUSTED BETA	ADJUSTED FOR INDEPENDENTS DEV'N	ADJUSTED FOR INDEPENDENTS BETA	ADJUSTED FOR INDEPENDENTS + COVARIATES DEV'N	ADJUSTED FOR INDEPENDENTS + COVARIATES BETA
REGION							
1 NEW ENGLAND	47	-2252.57		-2237.52			
2 NEW YORK NEW JERSEY	89	383.46		365.43			
3 MID-EASTERN	42	-12.27		27.61			
4 MID-ATLANTIC	86	154.57		153.61			
5 KENT-OHIO-MICH	68	-1090.83		-1070.62			
6 SOUTHEASTERN	95	126.91		171.82			
7 MIDWEST	107	-807.52		-811.29			
8 MIDCONTINENTAL	56	-1294.11		-1287.80			
9 SOUTH CENTRAL	93	487.92		521.67			
10 PACIFIC NORTH	25	-659.03		-724.65			
11 PACIFIC SOUTH	93	1407.15		1336.84			
12 CANADA	68	2851.14		2745.90			
			0.20		0.19		
REPORT							
1 UNIVERSITY LIBRARIAN	218	698.53		123.18			
2 MEDICAL DEAN, VP	523	-212.67		-20.88			
3 OTHER	118	-347.89		-135.37			
			0.07		0.01		
MULTIPLE R SQUARED					0.038		
MULTIPLE R					0.196		

Table 62

*** MULTIPLE CLASSIFICATION ANALYSIS ***

SALARY4 SALARY WEIGHTED BY REGION & BENEFITS
BY ADMRESP ADMINISTRATIVE RESPONSIBILITY
TRAININ1 COMPOSITE TRAINING SCORE
LEVELT AN ORDERED COMPOSITE OF FIVE LEVELS
EXPTYEA1 TOTAL YEARS AS PROFESSIONAL LIBRARIAN
EXPCYEA1 YEARS AT PRESENT LIBRARY

* *

GRAND MEAN = 16649.61

VARIABLE + CATEGORY	N	UNADJUSTED DEV'N	UNADJUSTED ETA	ADJUSTED FOR INDEPENDENTS DEV'S	ADJUSTED FOR INDEPENDENTS ETA	ADJUSTED FOR INDEPENDENTS + COVARIATES DEV'N	ADJUSTED FOR INDEPENDENTS + COVARIATES BETA
ADMRESP							
0	239	-3798.63		-1925.75			
1 DEPARTMENT HEAD	90	-1745.19		-1560.52			
2 ASSISTANT DIRECTOR	51	1850.00		379.60			
3 ADMINISTRATOR	95	10191.57		6116.93			
			0.80		0.47		
TRAININ1							
0	1	-1963.24		-165.15			
1	51	-2115.30		-148.56			
2	207	-1202.99		-216.57			
3	144	1185.91		305.35			
4	83	2042.74		-9.91			
5	17	2315.81		1258.32			
6	4	6693.82		2881.69			
7	8	4263.58		-2992.56			
			0.25		0.09		
LEVELT							
1 ALL LEVELS EQ 1	6	-6172.61		-1660.84			
2 ALL LEVELS EQ 1-2	104	-4537.69		-1276.88			
3 ALL LEVELS EQ 2	44	-4324.24		-1461.02			
4 ALL LEVELS EQ 2-3	117	-3083.92		-865.81			
5 ALL LEVELS EQ 3	11	56.88		454.89			
6 ALL LEVELS EQ 3-4	144	3562.63		904.33			
7 ALL LEVELS EQ 4	51	10471.58		3328.36			
			0.74		0.22		
EXPTYEA1							
0 ZERO	16	-5909.34		-3205.34			
1 1 - 2	79	-5206.25		-2283.69			
2 3 - 5	109	-3206.02		-1979.32			
3 6 - 8	77	-1397.96		-799.92			
4 9 - 12	72	2688.05		939.54			
5 13 - 16	38	4395.30		2634.66			
6 17 - 20	28	7815.57		3787.86			
7 21 - 24	15	3761.04		2798.96			
8 25 - 29	21	9251.30		5226.78			
9 30 UP	20	6645.95		4170.81			
			0.68		0.36		
EXPCYEA1							
0 ZERO	80	-3845.66		27.98			
1 1 - 2	141	-3145.96		-124.93			
2 3 - 5	134	203.30		1010.24			
3 6 - 8	65	2044.25		358.64			
4 9 - 12	40	4541.55		-518.75			
5 13 - 16	32	4078.96		-2118.89			
6 17 - 20	9	5079.63		-1855.87			
7 21 - 24	7	4343.65		-5385.30			
8 25 - 29	4	6501.73		2255.97			
9 30 UP	3	4991.86		-2768.63			
			0.45		0.16		
MULTIPLE R SQUARED					0.764		
MULTIPLE R					0.874		

Table 63

* * * MULTIPLE CLASSIFICATION ANALYSIS * * *

SALARY% SALARY WEIGHTED BY REGION & BENEFITS
BY TRAININ1 COMPOSITE TRAINING SCORE
ADMRESP ADMINISTRATIVE RESPONSIBILITY
LEVELT AN ORDERED COMPOSITE OF FIVE LEVELS
SEX
REGION
WITH AGE NATURAL AGE
EXPTYEAR TOTAL YEARS AS PROFESSIONAL LIBRARIAN
EXPCYEAR YEARS AT PRESENT LIBRARY

* *

GRAND MEAN = 16495.58

VARIABLE + CATEGORY	N	UNADJUSTED DEV'N	UNADJUSTED ETA	ADJUSTED FOR INDEPENDENTS DEV'N	ADJUSTED FOR INDEPENDENTS BETA	ADJUSTED FOR INDEPENDENTS + COVARIATES DEV'N	ADJUSTED FOR INDEPENDENTS + COVARIATES BETA
TRAININ1							
0	1	-1803.89		2177.79		-4601.90	
1	48	-2006.17		-367.94		-216.22	
2	189	-1125.89		-176.30		-113.49	
3	132	1272.51		457.83		458.32	
4	38	1220.58		-532.20		-606.05	
5	14	2955.84		568.11		587.95	
6	4	6847.86		2528.43		3870.41	
7	6	4627.79		-1586.14		-2831.17	
			0.25		0.07		0.10
ADMRESP							
0	219	-3738.95		-2215.22		-1722.39	
1 DEPARTMENT HEAD	83	-1622.60		-1920.14		-1615.34	
2 ASSISTANT DIRECTOR	65	2134.12		564.45		637.75	
3 ADMINISTRATOR	85	10087.87		7283.06		5676.95	
			0.80		0.56		0.44
LEVELT							
1 ALL LEVELS EQ 1	8	-6019.08		-3632.71		-2595.66	
2 ALL LEVELS EQ 1-2	93	-4468.82		-2019.55		-1397.12	
3 ALL LEVELS EQ 2	43	-4218.84		-1846.87		-1269.13	
4 ALL LEVELS EQ 2-3	103	-3086.91		-1102.70		-951.33	
5 ALL LEVELS EQ 3	9	-229.04		-246.25		-441.57	
6 ALL LEVELS EQ 3-4	134	3640.40		1825.73		1207.68	
7 ALL LEVELS EQ 4	46	9854.07		3323.24		2534.41	
			0.73		0.30		0.23
SEX							
1 MALE	117	3561.87		823.80		1104.69	
2 FEMALE	315	-1471.55		-306.14		-410.37	
			0.37		0.08		0.10
REGION							
1 NEW ENGLAND	21	-2507.60		-2324.60		-2754.44	
2 NEW YORK NEW JERSEY	40	1166.07		216.33		46.10	
3 MID-EASTERN	24	-703.40		965.34		589.09	
4 MID-ATLANTIC	40	807.55		-78.76		-243.36	
5 KENT-OHIO-MICH	34	-112.90		-933.81		-710.06	
6 SOUTHEASTERN	52	-292.72		279.41		126.52	
7 MIDWEST	51	-872.11		-186.68		86.98	
8 MIDCONTINENTAL	32	-1901.43		-1559.93		-1684.55	
9 SOUTH CENTRAL	40	433.83		556.36		1105.31	
10 PACIFIC NORTH	13	-426.18		-76.54		-535.30	
11 PACIFIC SOUTH	47	1209.32		1616.84		1303.80	
12 CANADA	28	1954.91		384.76		685.82	
			0.18		0.14		0.15
MULTIPLE R SQUARED					0.713		0.766
MULTIPLE R					0.844		0.875

Table 64

```
* * *   M U L T I P L E   C L A S S I F I C A T I O N   A N A L Y S I S   * * *
          SALARY=  SALARY WEIGHTED BY REGION & BENEFITS
       BY ADDRESP  ADMINISTRATIVE RESPONSIBILITY
          SUPERV   AMOUNT OF SUPERVISION
          TRAININ1 COMPOSITE TRAINING SCORE
          SEX
          MINORITY MINORITY CODE
       WITH AGE    NATURAL AGE
          EXPTYEAR TOTAL YEARS AS PROFESSIONAL LIBRARIAN
          EXPCYEAR YEARS AT PRESENT LIBRARY
* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

GRAND MEAN = 15672.38

                                                                  ADJUSTED FOR
                                                 ADJUSTED FOR     INDEPENDENTS
                                  UNADJUSTED     INDEPENDENTS     + COVARIATES
VARIABLE + CATEGORY          N    DEV'S   ETA    DEV'S   BETA     DEV'S   BETA

ADDRESP
    0                      413  -2674.83       -1747.48         -1351.34
    1 DEPARTMENT HEAD      183   -831.30        -915.19          -923.98
    2 ASSISTANT DIRECTOR    68   2824.25        1465.89          1384.34
    3 ADMINISTRATOR         95  10858.23        7924.93          6302.59
                                        0.77             0.54             0.43

SUPERV
    1                      135  -2560.48        -963.72          -626.35
    2                      293  -2783.28       -1150.65          -805.94
    3                      148    395.75         420.70           111.73
    4                      143   7710.46        2831.77          2126.75
                                        0.68             0.26             0.19

TRAININ1
    0                        2  -3980.94       -1691.44          -521.66
    1                       73  -1316.69        -438.34           -99.51
    2                      355   -937.70        -319.54          -247.60
    3                      195   1080.73         446.65           358.41
    4                       53   1573.75         568.43           214.70
    5                       21   3472.09        1172.47           767.30
    6                        4   7313.14        2897.00          3696.44
    7                        6   5451.00       -1769.28         -2885.25
                                        0.24             0.09             0.08

SEX
    1 MALE                 193   3124.82         671.46           504.56
    2 FEMALE               536  -1066.67        -229.32          -386.91
                                        0.31             0.07             0.09

MINORITY
    1 MINORITY              60   -627.53        -562.71          -560.03
    2 NON-MINORITY         659     57.14          51.18            50.93
                                        0.03             0.03             0.03

MULTIPLE R SQUARED                                  0.628            0.695
MULTIPLE R                                          0.792            0.834
```

Table 65

```
*** M U L T I P L E   C L A S S I F I C A T I O N   A N A L Y S I S ***
          SALARYW  SALARY WEIGHTED BY REGION & BENEFITS
       BY LEVELT   AN ORDERED COMPOSITE OF FIVE LEVELS
          SEX
          MINORITY MINORITY CODE
          ADMRESP  ADMINISTRATIVE RESPONSIBILITY
          SUPERV   AMOUNT OF SUPERVISION
       WITH AGE    NATURAL AGE
          TRAINING COMPOSITE TRAINING SCORE
          EXPTYEAR TOTAL YEARS AS PROFESSIONAL LIBRARIAN
          EXPCYEAR YEARS AT PRESENT LIBRARY
. . . . . .

GRAND MEAN = 16630.33

                                                                ADJUSTED FOR
                                                 ADJUSTED FOR   INDEPENDENTS
                                    UNADJUSTED   INDEPENDENTS  + COVARIATES
VARIABLE + CATEGORY          N      DEV'S  ETA   DEV'S  BETA   DEV'S  BETA

LEVELT
    1 ALL LEVELS EQ 1        4    -6152.63     -3351.40       -2502.81
    2 ALL LEVELS EQ 1-2     90    -4571.45     -1564.01       -1345.74
    3 ALL LEVELS EQ 2       40    -4373.12     -1350.84       -1118.13
    4 ALL LEVELS EQ 2-3     58    -3252.59      -723.29        -662.32
    5 ALL LEVELS EQ 3        7      570.81       437.57         -40.21
    6 ALL LEVELS EQ 3-4    133     3630.73      1197.72         935.57
    7 ALL LEVELS EQ 4       45     9840.80      2593.44        2590.96
                                          0.73          0.22          0.19

SEX
    1 MALE                 114     3946.07       974.59        1138.05
    2 FEMALE               303    -1483.91      -366.75        -428.25
                                          0.36          0.09          0.10

MINORITY
    1 MINORITY              31    -1034.75      -823.49        -646.44
    2 NON-MINORITY         386       83.10        66.07          51.66
                                          0.04          0.03          0.03

ADMRESP
    0                      210    -3651.54     -2128.61       -1785.95
    1 DEPARTMENT HEAD       79    -1609.30     -1373.16       -1195.62
    2 ASSISTANT DIRECTOR    44     2140.22       378.39         656.39
    3 ADMINISTRATOR         84    10020.99      6418.45        5243.11
                                          0.80          0.50          0.41

SUPERV
    1                       45    -4653.97      -708.07        -200.98
    2                      159    -4121.43      -870.86        -473.04
    3                       95     -182.93       -87.36        -134.62
    4                      118     7475.54      1513.66         822.24
                                          0.74          0.15          0.08

MULTIPLE R SQUARED                                0.697         0.739
MULTIPLE R                                        0.835         0.860
```